



Request for Proposals: Strategic Planning Stakeholder Engagement Facilitation Responses to Questions/Requests for Clarification

(Updated February 23, 2026)

Q1. Are you able to share achievements from the previous strategic plan and areas that were not met?

Q1. RochesterWorks Response

The adoption of RochesterWorks' [2022 Strategic Plan](#) marked the first time RochesterWorks undertook an organization-focused strategic planning process..

Over the past four years, we have made significant progress in proactively engaging job seekers, particularly those from communities and populations historically underrepresented in the workforce (Strategies 2-A & 2-B). Measured community engagement has increased annually since 2022. This community-facing approach has directly contributed to growth in our Adult participant population—individuals with limited workforce experience and greater barriers to employment. In the most recent program year, RochesterWorks served, by a wide margin, the highest number of Adult participants of any local workforce area in New York State outside of New York City.

We have also made substantial progress in diversifying our revenue portfolio (Strategy 3). This diversification has been essential in response to a sustained decline in federal WIOA funding, our base funding source. WIOA funding now represents approximately 42% of total revenue, compared to 66% in 2021. Despite this reduction, RochesterWorks' overall annual budget has grown by nearly 80% since 2021.

We have implemented multiple tactics to address barriers to workforce participation (Strategies 4-A & 4-B). While these efforts remain central to our mission, system-level changes in labor force participation among populations facing significant barriers have been modest as of 2023, making broad impact more difficult to quantify.

Continued progress is needed in advancing worker retention outcomes (Strategy 1-B). Although we have expanded resources to support both job seekers and employers, we have not yet fully evolved our service delivery model to track and assess retention outcomes with the same rigor applied to participant placement and enrollment outcomes.

Q2. Approximately how many stakeholders should we plan for?

Q2. RochesterWorks Response

While subject to change, RochesterWorks anticipates engagement across the following stakeholder groups:

RochesterWorks Staff (68 employees): Feedback would be gathered through group sessions. While participation would be open to all staff, we anticipate engaging a representative sample across our five divisions. One-on-one interviews with staff are not anticipated.

Board Leadership and Members: RochesterWorks is governed by an eight-member Board of Directors and operates under the oversight of the 37-member Monroe County–Rochester Workforce Development Board.

We anticipate:

- 4–6 individual interviews with key Board members
- 1 facilitated group session with a representative sample of Board members

Key Government Partners: RochesterWorks serves two Chief Elected Officials in managing the local workforce system. The consultant would be expected to conduct interviews with:

- The Monroe County Executive
- The Mayor of Rochester

RochesterWorks staff will facilitate coordination.

Community Partners: RochesterWorks collaborates with several dozen community-based organizations. We anticipate:

- 3–4 individual interviews with key partners
- 1 group session with a representative cross-section of partners, selected from a stakeholder list provided by RochesterWorks

Employer Partners: We anticipate:

- Individual engagement with at least four employers
- 1 group session composed of employers who have and have not previously partnered with RochesterWorks

Customers: RochesterWorks seeks customer feedback through structured engagement methods to be determined in collaboration with the consultant. This may include facilitated group sessions and/or targeted outreach efforts.

Q3. Are surveys an option to gather feedback from stakeholders?

Q3. RochesterWorks Response

Surveys may be incorporated as one component of the stakeholder engagement strategy; however, they should not serve as the sole mechanism for feedback collection. RochesterWorks expects the selected consultant to employ a multi-modal engagement approach that may include in-person sessions, virtual meetings, facilitated discussions, and surveys.

Q4. How were firms invited to respond to the RFP selected?

Q4. RochesterWorks Response.

When procuring contracted services, RochesterWorks generally conducts a market assessment of potential qualified providers.

Q5. For the strategic planning process, are you using a particular framework or paradigm to guide it? Or does RochesterWorks have a philosophy that they approach all of your work?

Q5. RochesterWorks Response.

We are currently in the discovery/assessment phase of potential models and processes to utilize for our strategic planning process. The primary goal of the strategic planning process will be to envision the organization we wish to be by the end of 2029 (after a 3+ year implementation period) and to have a concise list of strategic objectives that will be most impactful towards realizing that vision.

Q6. For the strategic planning process, are you using a particular framework or paradigm to guide it? Or does RochesterWorks have a philosophy that they approach all of your work?

Q6. RochesterWorks Response.

We are currently in the discovery/assessment phase of potential models and processes to utilize for our strategic planning process. The primary goal of the strategic planning process will be to envision the organization we wish to be by the end of 2029 (after a 3+ year implementation period) and to have a concise list of strategic objectives that will be most impactful towards realizing that vision.

Q7. Who is helping guide the strategic planning process? Is it yourself, the board, or a committee? Are these people evaluating these proposals?

Q7. RochesterWorks Response.

Pursuant to RochesterWorks Procurement Policy, an RFP Review Committee made up of RochesterWorks staff will review submitted proposals and make a recommendation to its Board of Directors for contract award.

Q8. Do you have audience segmentation already completed? Has there been consideration of demographics in these groups? For example, uplifting underrepresented voices from marginalized communities?

Q8. RochesterWorks Response.

Yes, we have already-established stakeholder lists for each target audience. Through our mission, we prioritize engaging with marginalized communities to increase their participation in the workforce and also partner with most community-based organizations in Monroe County that work with populations underrepresented in the workforce.

Q9. Are there any key RochesterWorks events or priorities happening during the engagement time frame that we will have to plan around?

Q9. RochesterWorks Response.

Our timetable is not impacted by any events or competing priorities occurring within the organization.

Q10. This was mentioned as optional, but would you all prefer a consultant/team to be able to sit on other strategic sessions?

Q10. RochesterWorks Response.

We would welcome participation from the consultant in the overall planning process, as long as it does not detract from completing delivering the primary scope of services sought through this RFP.