



# 2018 Executive Bootcamp





## Think Big...Start Small: Developing an Effective Youth Committee under WIOA

**Project Objective:** Develop a Youth Committee to assist the District of Columbia Workforce Investment Council (DC WIC) in building a coherent system of effective connections for young people to reach their full potential.

### Project Development

- Researched the laws, rules, guidance, and Mayoral Order for the establishment of a Youth Committee:
  - Membership requirements: If a Local WDB decides to form a Youth Committee, WIOA requires that the Youth Committee include a member of the Local WDB, who chairs the committee; members of community-based organizations with a demonstrated record of success in serving eligible youth; and other individuals with appropriate expertise and experience who are not members of the Local WDB
  - Role of youth committee: While the main function of a Youth Committee is to inform and assist the Local WDB in developing and overseeing a comprehensive youth program, the details of its responsibilities are assigned by the Local WDB to meet the local area's needs
- Established and appointed members to the committee in 2016
- Set committee objectives, goals, and activities for the year (2017 and 2018)
- Conducted small, informal and candid focus groups of target youth with trained facilitators

### Lessons learned

- Youth Committee staffing plays a major role in the overall productivity of the Youth Committee
- As with any volunteer organization, Youth Committee members will stay involved only if they feel they are accomplishing something
- Youth often get left out of workforce initiatives, such as Career Pathways and Sector Strategies

### Next Steps

- Review committee membership for compliance and seek representation from secondary and postsecondary education, the justice and child welfare systems, disability and vocational rehabilitation organizations, housing, health (including mental and behavioral health), youth and their families, and other other individuals/organizations who play a significant role in youth development and have the expertise to advise on issues that support WIC's ability to attain the goals of the Unified State Plan
- Develop an organizational structure, bylaws, orientation, vision, and strategic plan with measureable results
- Mapping and assessing community resources, maximizing existing services, identifying the gaps in services (including service delivery standards), and leveraging and identifying new resources to fill identified gaps
- Appoint an effective intermediary to organize a network of employers and provide a trustworthy bridge among young people, youth serving organizations, and employers

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## WDC Bootcamp Capstone Project: Implementing an Organization-wide Framework for Innovation

### Project Description:

The goal of this project was to establish a structured approach to innovation and design thinking at Grant Associates to cultivate a culture of continuous improvement, collaboration and experimentation at every level of the organization.

### Motivation:

As the economic landscape continues to evolve and present new challenges and opportunities, organizations must also challenge themselves to take an iterative approach to delivering impactful workforce development services by exploring innovative practices, implementing pilot initiatives and analyzing the effectiveness of our efforts. There is no monopoly on good ideas and by providing all members of the organization with a common framework for strategic and innovative thinking, Grant Associates will be able to capitalize on the experience, creativity and insights of the entire organization to identify new possibilities to maximize the impact on the clients and communities we serve and share them across the company.

### Progress:

Over the course of the year I was able to:

- Deliver training to staff across the organization on topics such as innovation culture, design thinking, agile teams and strategic planning
- Work closely with the next line of company leadership to inculcate the iterative process and collaboration into their way of thinking
- Establish “Innovation Champions” to facilitate brainstorming, journey mapping and staff-lead innovation teams in programs throughout the company
- Create tools to capture the results of new pilot projects and share lessons learned to inspire further innovations
- Facilitate Corporate Innovation Workgroups to evaluate areas of opportunity for continuous improvement

My mentor was very helpful in directing me to IDEO, an international design and consulting firm that provides training on design thinking and the innovation where I completed certification courses that I leveraged in my engagement with the team. The Bootcamp was instrumental in demonstrating how much was still possible in the sphere of workforce development. The Strategic Planning module at the bootcamp had the most impact on how I approached my capstone project.

### Next Steps:

Over the next year I will work on developing additional tools to capture and publicize innovative ideas and quantify the impact of pilot projects that have been implemented across the company to highlight the value of pursuing new possibilities in workforce development service delivery models



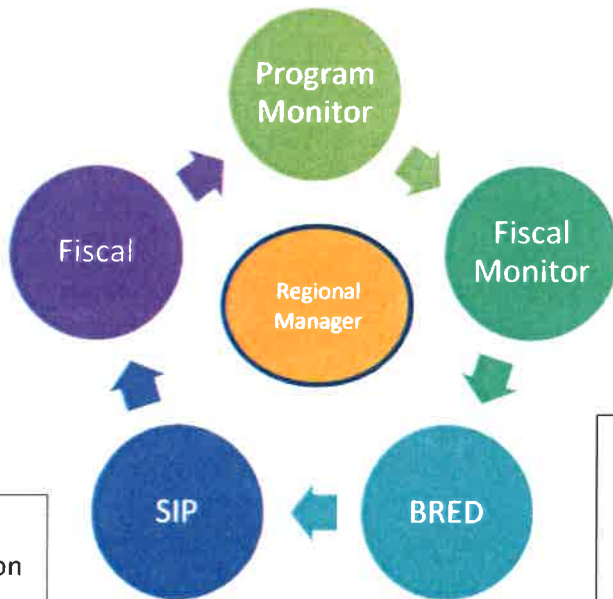
**Interdisciplinary team approach: creating a cross-team feedback loop to provide technical assistance to workforce providers and best build capacity to drive innovation in the workforce delivery system**

The Chicago Cook Workforce Partnership (The Partnership) was formed to create innovative solutions to current and future workforce development challenges in the Chicago region. While the federal Workforce Innovation and Opportunity Act (WIOA) offers considerable funding to our public workforce system, innovation is needed to meet the quickly changing economic needs of our region and prepare job seekers for the careers of tomorrow. The Partnership was created as a nonprofit 501(c)(3) organization to leverage private funding and to bring additional resources to pilot promising practices, implement best practices, and scale innovative solutions to address these challenges. Since our inception in 2012, The Partnership has raised an additional \$55 million for workforce services in Chicago and Cook County. As a result, we needed to build the capacity of our network of over 50 agencies to effectively utilize additional funds and manage multiple contracts with complex performance metrics. This meant rethinking how we manage our agencies including how our staff interfaces with each other and their counterparts in our funded agencies.

Ensures the fiscal stewardship of dollars allocated to us through WIOA along with competitively sought private funding by building budgets, processing invoices, providing financial statements, and ensuring timely spend down of funds.

Identifies programmatic issues and technical assistance needed to rectify programmatic compliance concerns related to regulations and/or directives of the funder.

Identifies issues and technical assistance needed to rectify fiscal compliance concerns related to regulations and/or directives of the funder.



Builds relationships with businesses in high-growth, high demand sectors critical to the region's economic development. Build standards of practice for business service teams throughout the workforce system.

Researches best practices and analyzes labor market information to identify the needs of the local labor market; ideates and implements programs; and raises additional private and public dollars to support them..



## Creating a Sustainable Advocacy Strategy

### Project Overview

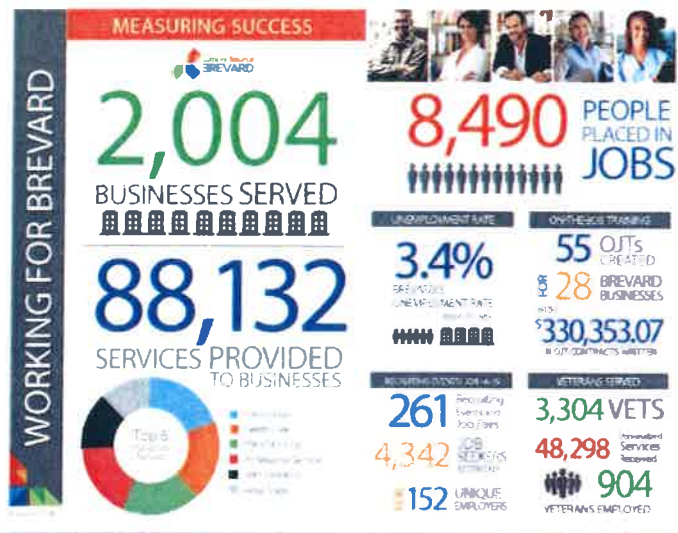
CareerSource Brevard (CSB) recognizes that local workforce boards are a key player in the economic prosperity of a region. CSB supports business growth and economic opportunity by providing workforce training services and programs that address the talent pipeline skills needs of our industry partners. We are charged with convening industry, education, labor, economic development, government and other stakeholders to broker regional workforce solutions but have not had a formalized advocacy strategy to educate these partners on the performance successes of our organization, training on our services and programs or a systematic approach to forging relationships with our elected officials. During Program Year 17-18, our Executive Management set a goal to change that!

### Approach/Steps

First, we defined our audiences:

- Board Members & Staff
- Community Stakeholders and Partners
- Elected Officials

Second, we defined the message and messenger, mode of delivery and supporting collateral for each audience. Our priority audience for developing relationships and education on the value of CSB services and programs was our elected officials at the federal, state and local level. Initial engagement was a personal visit to the offices of each elected official representing our region by either the President or Vice President of CSB. This was followed by a half-day Legislative Workshop that all (along with their staff) were personally invited to attend. This workshop was hosted in our boardroom where breakfast was provided, each official was given a packet of information outlining the services we provide our employers and jobseekers, accompany performance success collateral and personal relationship stories from both jobseekers and employers.




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SERVICES FOR CAREER SEEKERS

**CareerSource Brevard—It's Where to Start**

- CareerSource Brevard, as the area's authority in workforce development, provides access to resources, programs and experts to help you:
- **Get to Work or Get Back to Work**
- **Change Career Directions**
- **Reveal Your True Skills**
- **Help with Your Resume**
- **Provide Interview Prep**
- **Find Classes and Options for Your Dream**
- **Transition Careers in Times of Stress**
- **Make an Entrepreneurial Move**

At CareerSource Brevard, we help you find your career path by uncovering your talents with tests, assessments, testing and classes. We guide you through the paperwork and into specialized training or on-the-job training opportunities that get you closer to your goals.

And you can have tests & career services at no charge.

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careersourcebrevard.com  
CALL (321) 504-7600

Contact: jobs@support@careersourcebrevard.com

All of these advocacy collateral pieces have been provided to our Board Members, staff and stakeholders/partners.

### Next Steps

CSB Executive Management will continue to personally visit elected officials, provide training, and deliver performance success collateral on an annual basis. What we learned from this exercise is that no one tells our story better than us, repetition of that story is paramount to ensure our audiences continue to understand the value of services and programs we provide and how we support the economic ecosystem in our region.

## **Workforce Development, Inc.**

### **Best Kept Secret – NO MORE!**

**Objective:** Develop a communications plan for Workforce Development, Inc. and the local Workforce Development Board that increases name recognition and support for the agency and the workforce system.

**Challenge:** Workforce Development, Inc. has a long history of meeting the needs of job seekers and employers throughout Southeast Minnesota. The challenge is that as much as we try, we continue to be the “best kept secret”. Effectively communicating our mission will take a multi-prong approach using multiple strategies and technologies and short and long-term solutions.

**Research Completed:** Identifying the existing communication approaches and gathering feedback on what works, what doesn't and what needs attention was a great place to begin the process improvement. To gather feedback, a focus group of workforce development board members met and offered ideas and strategies to improve communication and increase brand awareness. Internal staff and external customers were surveyed on the effectiveness of existing communication resources. Using the feedback received, a plan of action was developed outlining the steps to ensure we meet the established goals. The plan is broken into three categories: Using the results of the communication audit to improve current communications; Enhance communications by exploring and implementing new techniques to reach targeted audiences; and Long-term communications planning.

**Moving the Needle:** Throughout the course of the project small and large accomplishments were noted.

- The WDI e-newsletter was re-energized with a new look and updated content. Each edition focuses on an important industry sector, highlights board members, area employers and WDI offices, and shines a spotlight on employer and customer success. [WDI Newsletter](#)
- After many years of trying to find a way to make it work, a shared position was developed between WDI and the Rochester MN Area Chamber of Commerce. This position will work closely with area employers on solutions for economic development and workforce development challenges.
- Infographics are being developed highlighting career pathways opportunities.
- A regional playbook was developed that provides critical information on our top industry sectors, including career pathways and the skills needed for success. The playbook also includes career outlooks using current labor market information; compelling employer and job seeker success stories and important information on how Workforce Development, Inc. puts the puzzle pieces together. [WDI Regional Playbook](#)
- A next step is to further develop the plan to include a timeline and to designate resources, including staff time, to implement these and other newly developed ideas.

## Summary of Project iDashboards

### Capstone Project Description

Development of a shared dashboard for system partners to use and track system progress via common metrics. iDashboard is a self-service dashboard software that helps the user to create engaging dashboards with custom charts and graphs. It helps to organize data that is user friendly and makes it easier to analyze. We can drill down so that we can analyze gaps and strengths in our system. We will also be able to drill down the data to specific partners. For example, we can see how many customers were placed in a service by a particular partner. We can see populations served from various data points and locations.

### Challenge

Data sharing has long been a point of difficulty but even more important collectively viewing how we are actually doing as a system via data has always been extremely difficult. WorkForce Central of Pierce County will use iDashboard as a data sharing mechanism for our Memorandum of Understanding (MOU) partners. We want to know how the system is performing based on common metrics decided upon by the Local Elected Officials, Workforce Investment Board and the MOU partners. Partners will be given licenses to enter data metrics. All of these metrics will have drill down points and all partners have agreed on the same definition of the data elements.

Data will be used to decide on future initiatives and or timely improvements. Some of the data metrics that partners will capture but not limited too are as follows:

- Number served in the system
- Wages at entry and exit
- Education attainment
- Number employed
- Customer satisfaction from job seekers and employers
- Numbers of business served

### Research & Expected Outcomes

Research and work completed through the year included reviewing various dashboard systems and meetings with Executive Board, Workforce Investment Board and MOU partners to decide on metrics and definitions. Outcomes expected are that data sharing and analyzing data for improvement in system service delivery becomes the norm. Break silo thinking down and work together to improve customer experience at all partner sites including the one stop comprehensive center. Utilize data to inform innovation and strategy and demographically see what customer flow looks like. Enhance services where needed. Other uses include engaging data to inform funders about system work and special initiatives.





workforce **CONNECTIONS**  
CREATE PARTNERSHIPS. POSSIBILITIES.

*Connecting Employers to a Ready Workforce*



Jaime Cruz, Executive Director  
Workforce Connections

## What your capstone project was:

The project sought to leverage the existing infrastructure in the public libraries. They would become additional access points into the One-Stop Delivery System in Southern Nevada. We wanted to provide required one-stop system partners, opportunities to co-locate without necessarily incurring additional shared infrastructure costs.

## What the issue or challenge is that you are trying to solve:

The Southern Nevada Workforce Development Area had only 1 comprehensive one-stop center. The required one-stop partners were delivering services from separate facilities with minimal integration and/or collocation efforts. Like other local areas across the nation, Southern Nevada was struggling with the WIOA system Memorandum of Understanding (MOU) and its Infrastructure Funding Agreement (IFA). This was due to the costs traditionally associated with moving into a building where rent and other infrastructure costs must be shared.

## The research completed throughout the course of the year that assisted you in either solving your challenge or "moving the needle" on the issue:

Initial research quickly revealed that the public libraries were serving the same clients we were:

- Unemployed individuals looking for resources that could help them obtain the job they wanted
- Underemployed individuals looking to advance their career
- Local businesses looking to connect with a viable talent pipeline



The public libraries were stretching their staff expertise beyond traditional lines and they were ready to welcome workforce development professionals into their buildings at no cost to us. That meant that the one-stop partners were not going to be asked to share in the cost of rent, utilities, maintenance, security, etc. This solved one of the biggest roadblocks we were experiencing with the collocation of partners: shared infrastructure costs.



With the cost issue out of the way, we could focus our attention on the coordination of services among the one-stop partners:

- Easier access to the system resources
- More effective referrals
- Increased co-enrollments
- Braided funding

## What the next steps are for you:

The library experience was a catalyst for our WIOA system integration efforts. We now have 8 public libraries with “built-in” one-stop centers and 2 more on the schedule.

With the infrastructure cost issue eliminated, the one-stop partners were able to visualize the possibilities beyond that single challenge and experience the benefits of working closer together, outside of the isolated model we had grown accustomed to.

Since then, we have successfully navigated the cost issue and blended more staff in facilities that were previously mostly staffed by one partner. Three of these facilities have now been designated by the Local Board as affiliated one-stop centers. Today, our local area has 1 comprehensive center and 11 affiliated centers with 2 more coming soon.

“We now have 8 public libraries with “built-in” one-stop centers”

Our next steps are to continue to improve the system integration processes so that the customer receives the most seamless and effective services from the entire collection of one-stop partner programs.

# GOVERNMENT OF THE DISTRICT OF COLUMBIA

## Department of Employment Services

MURIEL BOWSER  
MAYOR



DR. UNIQUE MORRIS-HUGHES  
ACTING DIRECTOR

### **Strategic Communication Plan for the DC Department of Employment Services**

#### **Summary:**

The Department of Employment Services (DOES) engaged in a communications plan to increase the number of enrollments and the visibility of agency programs on social media while engaging community outreach strategies in order to spur interest and enrollment in the programs and services offered by the Department of employment Services such as Adult Workforce, Youth Programs, Unemployment Compensation, various re-entry programs housed in the Division of State Initiatives and many more. The agency Strategic Communication Plan, documents and summarizes relevant information on that effort and the outcomes that it yielded and will continue to produce.

#### **Purpose:**

In years past DOES had not made a consistent effort in using social media to attract and inform District residents of the suite of services and programs offered to District residents by the agency. Each program needed exposure and content created to reach their target audience and to achieve department goals. It was an ideal time to rebrand and create a strategic communications plan for implantation.

#### **Strategy:**

The agency focused on:

1. Vision
2. Agency competencies and service opportunities
3. Effective Execution

We focused on utilizing the paid advertising services of Twitter and Facebook to create a social media campaign promoting programs; we factored in Radio, Newspaper, Outdoor and Metro advertising to increase brand awareness in Washington, D.C. These strategies have increased engagement with District residents and the Department of Employment services.

#### **Key Components:**

1. Understanding our communication challenges
2. Set goals and KPIs

3. Choose our communication platforms
4. Create engaging content
4. Utilize mobile communication
5. Analyze metrics and outcomes related to our strategic communication plan for effectiveness and reach

#### **Communications: Approach & Tactics**

- ✓ Create tweets for Twitter and post for Facebook to increase post activity on social media
- ✓ Draft a budget for paid advertising using social media and traditional marketing
- ✓ Target community events where District youth will be present
- ✓ Utilize text message service and automated phone call service to reach residents
- ✓ Utilize daily staff newsletter to share agency news, updates, media highlights and ways in which our work is impactful.

#### **Capstone Questions**

**CAPstone Topic:** Topic derived from agency external communication plan that was put in place to drive traffic to programs supporting District residents and internal DOES communication.

**Project Justification:** The project was chosen to illustrate the importance of a well written agency communications plan and how it can serve to build brand awareness, promote services and drive programmatic outcomes.

**Challenge:** The challenge we faced was creating a truly engaging internal and external strategic communications campaign that showcases the many programs and initiatives DOES.

**Accomplishments and Lessons Learned:** Our Bootcamp Mentor shared resources that pushed the team to work on continuously improving and refining our communications strategy moving forward.

**Progress-to-Date:** DOES has made tremendous strides in engaging with District residents and exposing them via our communications strategy through various agency programming. As a result, Washington, DC was featured in Forbes Magazine as a “leader among the cities with the most internships per capita,” in March 2016.