

Rural Minnesota CEP, Inc.

Strategic Intention

March 1, 2017 – June 30, 2021

Developed

January 2017



Your Future is Our Business

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Background

Rural Minnesota CEP, Inc. (RMCEP) is a private, non-profit corporation funded by federal, state and county governments. Functioning under the leadership of a broadly representative Board of Directors, and through the programming guidance of the Workforce Development Board, the Agency's purpose is to provide workforce development services to individuals and businesses in 19 counties in northwestern Minnesota. Services are operated from seven WorkForce Center locations: Alexandria, Brainerd, Detroit Lakes, Fergus Falls, Little Falls, Moorhead and Wadena. Additionally, mobile services are provided throughout the Economic Development Region 2 in Minnesota with a hub located in Bemidji.

RMCEP's expertise in the delivery of workforce development services spans several decades. The agency was founded in 1968 to operate various programs initiated by the Economic Opportunity Act and the Manpower Development Training Act. Since then, workforce development services have evolved through several federal legislative changes and now operate under the Workforce Innovation and Opportunity Act (WIOA).

Making employment dreams a reality has been our goal for almost 50 years. We exist to assist people, employers and communities achieve success in meeting their economic goals. Our experienced staff provides multiple services to job seekers and employers, whether it's a high school youth learning to navigate the job-seeking system for the first time or a person dislocated from a long-time job needing to refresh skills in order to re-enter employment. We provide career counseling and direction to people in determining appropriate career paths and the actions needed to achieve their goals.

We have developed valuable relationships with the employers in our communities to assist us in developing the work skills of our clients. We are able to focus on the needs of job seekers and employers and grow our workforce skills that in turn strengthen our communities.

RMCEP has adapted and evolved with the changing economic landscape. We have seen many changes in the programs that fund our services over our 50 years of existence but have consistently provided a high level of quality services. We set our goals high and look to the future with anticipation in developing additional services to meet the ever-changing needs of our workforce.

Change is on the horizon! Innovation will keep RMCEP responsive to the needs of our customers. We are working on bringing mobile career services to our more remote communities. We continue to implement changes brought about by WIOA. Services to individuals with disabilities will be expanded through our HireAble Program. We will develop strategies to address the unique workforce needs of our diverse populations. Through adapting, growing and changing, we will continue to meet the needs of our ever-changing workforce.

We touch a lot of lives! Over 33,000 individuals visited our WorkForce Centers in the last year. We know that "work is the key to a successful life" and diligently point our efforts to assisting our customers on their path to reaching their successful life.



Vision Statement of Strategic Intent

RMCEP inspires positive change leading to successful and prosperous individuals and communities through the power of work.

Mission

RMCEP provides exemplary workforce development services to our communities and exceeds the expectations of our stakeholders.

Values

Our values will guide our decisions and demonstrate our intentions with all of our stakeholders.

Integrity: *RMCEP is committed to providing competent, quality customer service with honesty, fairness, professionalism and accountability.*

Growth: *RMCEP is committed to growth with creativity, willing to take risks while maintaining accountability.*

Diversity: *RMCEP values uniqueness, perspective and cultural heritage in all people and is committed to assisting individuals reach their full career potential.*

Quality and Achievement: *RMCEP holds itself to high standards and consistently strives to be an “exceeding” organization.*

Partnerships and Collaboration: *We value the strength of our relationships with entities sharing a similar mission in assisting others to achieve employment.*

Teamwork: *We value the respect, responsiveness and resiliency to be found in a team approach.*

As recognized by the Board of Directors:

Integrity	Teamwork	Partnership
Inspiring	Respect	Quality
Customer Service	Trustworthy	Diversity
Creativity	Growth	Achievement
Accountability	Empowerment	Community
Commitment to Success	Ethical	Professionalism
Fairness	Responsibility	Consistency
Honesty	Risk-taking	Efficiency
Loyalty	Optimism	Reliable
Attitude	Individuality	Competence



Priorities for Calendar Year 2017

- Implement Round Seven of the Disability Employment Initiative to support individuals with disabilities and initiate the process of becoming an Employment Network.
- Establish the Mobile WorkForce Center concept in Economic Development Region 2 to provide access to services to individuals in remote areas and become fully operational.
- Expand the availability of RMCEP career awareness activities with secondary education.



Risks and Opportunities

For this Strategic Plan period, RMCEP conducted a Risk Assessment rather than a SWOT Analysis with the purpose of providing guidance to our strategic intentions through 2021. The Risk Assessment assists RMCEP with recognizing risks as a result of potential internal and external forces and changes and allows us the opportunity to develop our strategic direction in minimizing those risks.

Using a series of Risk Assessment steps, we concentrated our Risk Assessment on the following six risk elements:

- **Strategic**—Looking at external risks which may affect RMCEP, such as environmental changes, which will allow us to set organizational objectives and ensure we are setting the right ones.
- **Operational**—Looking at risks that arise from the services we deliver or the activities we conduct.
- **Financial**—Looking at financial risks associated with the employment of staff, operating a non-profit, fiscal liabilities and assets.
- **Human Resources**—Looking at reviewing risks associated with the employment of people, recruitment and maintaining a high quality workforce.
- **Regulatory**—Looking at the legislative framework within which we operate.
- **Governance**—Looking at reviewing the risks associated with Management, the Board of Directors and the Workforce Development Board.

These six elements are the focus areas for our strategic intentions through 2021.

Through a series of sessions with the Board of Directors, Workforce Development Board and the Management Team, the following chart outlines the identified risks with the highest potential for the likelihood the risk may occur and the impact on the organization:



RMCEP RISK ASSESSMENT SUMMARY

Regulatory Risks Identified	Likelihood High/Medium/Low	Impact High/Medium/Low
Workforce availability (age, rules, programs)	High	High
Change in (diverse) workforce	High	High
Administrative overburden	High	High
Collaboration	High	High
MWCA – reduced lobbyists	High	High
Change in DEED/DHS leadership	High	High
Changes in law, regulations	High	High
Election – change in legislature	High	High
CEP’s lack of urgency	High	High
CEP’s ability to keep up with policies	High	High
Contractual changes	High	High
County politics	High	High
Changes in funding	High	High
Misinformation to decision-makers	High	High
More Human Resources issues taking more staff time	High	High
Adapt to different generational differences	High	High
Nature of working within funding constraints	High	High
Retention of staff	High	High
Training limits	High	High
Recruitment issues	High	High
Consistency	High	High
Aging staff	High	High
Untrained staff	High	High
Large footprint	High	High
Employee morale	High	High
Field Evaluations	High	High
Staff Evaluation	High	High
No succession plan for management	High	High
New investments	High	High
Low unemployment/loss of revenue	High	High
Competition (e.g. Counties) for funding	High	High
Grant-funded career counselors	High	High
Innovation versus expertise	High	High
Uncertain funding levels	High	High
Funding streams	High	High
Absence of strategic partnerships	High	High
Political landscape	High	High
Loss of institutional knowledge	High	High
Demographics	High	High
Competition for employees	High	High

Management Plan

This plan will be reviewed and updated by the Board of Directors and the Management Team once each quarter. Decisions about priorities and changes to the plan will be made jointly with the Board of Directors and the Management Team. Input will be gathered by field staff through the bi-monthly Internal Communications/Management Team meetings.

The Action Plan

Human Resources

Strategic Intent: To become the employer of choice in our service areas.

Champion: Vicki Leaderbrand

Action to take:	Responsible	Start Date	End Date
Reduce employee turnover			
Identify current turnover rate	Human Resources	04/2017	06/2018
Set a percent ratio by which the rate will be reduced	Management Team	07/2017	07/2017
Identify potential attrition rate	Management Team	01/2018	05/2018
Compile reasons employees leave	Human Resources	05/2017	07/2017

Action to take:	Responsible	Start Date	End Date
Increase employee retention			
Develop employee satisfaction survey	Human Resources	03/2017	10/2017
Conduct annual employee satisfaction survey and compile results	Human Resources	03/2017	11/2017
Develop survey for similar agencies in terms of compensation and benefits	Human Resources Comptroller	04/2018	06/2018
Develop mentorship program and monitor progress	Management Team	03/2018	06/2020

Action to take:	Responsible	Start Date	End Date
Develop on-boarding process			
Establish on-boarding workgroup	Human Resources	06/2017	06/2017
Compile job aids	Team	03/2017	Ongoing
Develop MFIP How-To Manual	Team	03/2017	01/2018
Develop training modules	Operations Specialist Team	03/2017	Ongoing
Update employee orientation – field level	Human Resources Comptroller	03/2017	02/2018

Action to take:	Responsible	Start Date	End Date
Emergency succession plan for administrative positions			
Identify the positions for which a plan should be developed	Management Team	03/2017	05/2017
Identify essential duties that need to occur during absence or loss	Human Resources Individual	03/2017	10/2017
Determine temporary successor for each position	Management Team	03/2017	11/2017

Communications/Relationships

Strategic Intent: To improve communications and relationships in our local communities.

Champion: Craig Nathan

<u>Action to take:</u> Increase communications for staff	Responsible	Start Date	End Date
Develop on-line video for new staff (Welcome, Who is RMCEP, History, Scope) Part of on-boarding	Program Manager East Human Resources	06/2017	02/2018
Develop training on media communications	Management Team	08/2017	12/2017

<u>Action to take:</u> Increase communications to public	Responsible	Start Date	End Date
Develop common message	Management Team	08/2017	11/2017
Encourage field staff to get involved in local communities	Program Managers Team Leaders	05/2017	on-going
Use electronic and local media to publicize our services	Management Team Team Leaders	03/2017	on-going
Develop methods to obtain feedback from stakeholders	Management Team	07/2017	07/2018

Service Delivery

Strategic Intent: To identify and improve methods of delivering services to assure customer satisfaction.

Champions: Arlyce Cucich and Sue Hilgart

<u>Action to take:</u> Implement mobile workforce center	Responsible	Start Date	End Date
Pilot mobile career services	Program Manager East Director of Operations Director of Field Operations Team Leaders	03/2017	09/2017
Determine need for WIOA services and redesign service delivery	Program Manager East Director of Operations Director of Field Operations Team Leader	03/2017	12/2017
Involve WFC partners in delivering mobile services	Executive Director Team	03/2017	06/2018
Fully implement mobile workforce center	Partners, Team	03/2017	06/2018

<u>Action to take:</u> Improve outreach and recruitment for programs	Responsible	Start Date	End Date
Conduct study of current methods	Management Team	05/2017	12/2017
Utilize study results to develop/improve outreach	IC/Management Team	01/2018	03/2018
Explore capacities to provide apprenticeships	IC/Management Team	07/2017	06/2018
Explore how to provide training services to incumbent workers	IC/Management Team	03/2017	07/2017

<u>Action to take:</u> Decrease process errors	Responsible	Start Date	End Date
Determine target percentage reduction	Operations Technician Supervisor Director of Operations Program Managers Operations Specialist	05/2017	02/2018
Determine baseline QC reasons	Operations Specialist Operations Services Supervisor	05/2017	02/2018
Develop training modules intended to address top three QC categories	Operations Specialist Operations Services Supervisor	03/2018	6/2018
Provide staff training	Operations Specialist Operations Services Supervisor	05/2018	on-going

<u>Action to take:</u> Refine our services to meet the current needs of clients	Responsible	Start Date	End Date
Identify current client population demographics	IT Manager	05/2017	06/2017
Identify issues of concern for these populations	IC/Management Team	07/2017	10/2017
Select issues to develop strategies to address	IC/Management Team	11/2017	02/2018
Refine our service delivery to meet these issues	IC/Management Team	03/2018	on-going
Develop communications to follow-up with potential clients who do not enroll in program services during REA sessions	Select Team Leaders Director of Operations	05/2017	08/2017

Regional Planning/Legislative Collaboration

Strategic Intent: To develop strong relationships and communications with our stakeholders and funders.

Champion: Dan Wenner

<u>Action to take:</u> Convene partners and groups	Responsible	Start Date	End Date
Take lead position in convening partners and groups as outlined in Regional Planning	Director of Field Operations Executive Director	03/2017	06/2018
Communicate outcomes	Director of Field Operations	03/2017	06/2018

<u>Action to take:</u> Strengthen legislative relationships	Responsible	Start Date	End Date
Testify as needed before legislative committees	Executive Director	03/2017	06/2018
Ensure open communications with legislative representatives	Executive Director	03/2017	06/2018
Develop respectful and ongoing relationships with key legislators	Executive Director	03/2017	06/2018

Financial

Strategic Intent: To ensure strong fiscal integrity and grow our financial capacities.

Champion: Nancy Bisek

<u>Action to take:</u> Achieve an unmodified opinion in financial audits	Responsible	Start Date	End Date
Ensure proper accounting procedures are followed throughout the year through periodic monitoring	Comptroller	03/2017	06/2018
Follow OMB guidelines and instruct others in processes and protocols	Comptroller	03/2017	06/2018
Update internal accounting manual	Comptroller	03/2017	12/2017

<u>Action to take:</u> Conduct a technology review	Responsible	Start Date	End Date
Schedule consultant to perform technology review	Comptroller	03/2017	04/2017
Review Technology Report and identify areas of improvement or needs	Comptroller	03/2017	04/2017
Develop IT Department strategic plan with annual goals	Comptroller	03/2017	04/2018