

LANDFORCE

STRATEGIC PLAN

2022-2025

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Introduction

Landforce looks very different from our first season in 2016 when we were housed in a converted warehouse with no heat, occasional plumbing, and frequent flooding. In our first year, we hired 12 crew members to work on \$90,000 worth of environmental stewardship projects and provided 2 to 3 weeks of training. Today, we service \$230,000 in contracts annually, can hire up to 25 crew members, and have a curriculum, complete with a host of certifications, that lasts 7 weeks.

This moment also feels very different from 6 years ago -- the disruptions of COVID-19, a growing national recognition of the impacts of structural racism, and the onslaught of climate change -- can make us feel as if we are standing on jello. But, we also know that moments like these, when everything feels uncertain, are pivotal to invention and can create untold opportunities for change. Already, in 2021, we are participating in conversations with employers taking action to diversify their workforces in urgent new ways, about long-overdue federal policy addressing climate change and workforce readiness, and about the ethics of, and solutions to, mass incarceration.

Our **2022 to 2025 Strategic Plan** recognizes the opportunities rising around us and sets us on a course to seize this disruptive moment and meld it into something great for our crew members and Pittsburgh's environment. Over the last 6 months, we have spoken with local and regional experts, former and current crew members, and a host of community partners. Their voices, plus our experience to date, ring loudly in our next steps -- telling us to keep our firm foundations, be strategic in the opportunities we pursue, and build our capacity so that we can grow to support even more people transitioning into future employment, and have even more significant environmental impact.

Over the next three years, we will co-create new and meaningful engagement opportunities for Landforce alumni so that they can continue to grow professionally

and further solidify their financial foundations. We will explore additional business opportunities to extend our environmental work and expand transitional job opportunities, while reinvigorating our employer network to help fill significant regional job needs. And finally, we will engage firmly and purposefully with policy discussions and innovative partnerships to effect structural change in the lives of the people we serve and the future of our planet.

Background

Landforce provides opportunities for people who have been excluded from the workforce (individuals returning from incarceration, struggling with addiction, mental health diagnoses, who are homeless, or living in poverty) as they move towards economic mobility. We combine workforce development training with environmental stewardship employment and transitional support to new employment. At the December 2020 meeting, our Board of Directors, following conversations with staff, crew members, and board members, recommitted to these ideals and adopted the following **Vision** and **Mission** statements:

Landforce is committed to building a just world, where everyone belongs, lives in a healthy environment and surpasses their greatest dreams.

We nourish a culture of self-empowerment for people aspiring towards meaningful and stable employment as we protect and improve the environment.

To guide our work, we have established the following **Guiding Principles**:

- *Center the needs and experiences of our participants in all we do, on the job site, in training, & with career coaching.*
- *Maximize the public benefit of the work we do by combining employment opportunities and environmental stewardship.*
- *Adapt to different land types, stewardship services, and the needs of our crew members.*
- *Recognize that market demand informs program size.*
- *Provide high-quality and relevant training, on-the-job experience, and credentials.*
- *Create strong partnerships with potential employers and land steward and workforce development organizations.*
- *Value multi-organizational collaboration, shared services, and inclusivity.*

- *Support partner organizations working in similar sectors rather than competing with them.*
- *Ensure that Landforce is an organization built upon respect and compassion for all of our employees and partners.*
- *Acknowledge the challenges and trauma many of our employees face and build appropriate tools and capacity.*

Since our first year in 2016, we have hired over 100 people and contributed nearly 50,000 hours of environmental stewardship to the Pittsburgh region. Our crew members have participated in more than 14,000 hours of training and nearly 3,000 hours of case management. In a typical year, more than 75 percent of crew members complete their tenure with us, and 92 percent of our finishers go on to other employment within two weeks of completing our season. Ninety-one percent of respondents are still working 12 months after leaving Landforce.

Landforce serves people living in Pittsburgh and the neighborhoods immediately surrounding the city within Allegheny County. Crew demographics largely reflect underserved neighborhoods in our region: 86 percent of the people we serve are African American, 87 percent are male. Sixty-five percent have a criminal record, 50 percent have a mental health diagnosis, 31 percent have a history of addiction, and 27 percent have been homeless. Fewer than 30 percent have had a valid driver's license before working with Landforce. Average TABE scores for Math are 6.9 and for Reading are 9.2; the test measures basic math, reading, and language proficiency, and the maximum score is 12.9 indicating a basic high school completion equivalency. Seventy percent have a GED or high school diploma. Nearly 50 percent are parents. *All* were chronically unemployed or had inconsistent work histories prior to coming to Landforce.

Working closely with a coalition of public and private agencies as well as a network of green space and workforce development experts, Landforce facilitates quality land stewardship services such as invasive plant management removal, vacant lot stabilization, garden bed installation, wooden step installation, trail building, reforestation, garden maintenance, erosion control, tree care/maintenance, riparian zone management, and additional green infrastructure maintenance needs for a variety of land types throughout the city and county.

Methodology

Planning Team

Landforce formed a Strategic Planning Committee of staff (Ilyssa Manspeizer, Ph.D. and Jasimine Cooper) and board members (Rhonda Madden, Mary Ohmer, Kathryn Hunninen, and Renee Robinson) and selected a consulting team to assist in the planning work which began in March 2021. In addition to the Landforce Strategic Planning team, all staff and board members participated in the planning process in multiple ways. During the process, one staff member commented that the plan truly did feel like it belonged to all of them, and that this was the first organization where they were meaningfully involved in helping shape and make decisions about a strategic plan. The consulting team consisted of Cheryl Hall-Russell, EdD, MA, MPA, founder and principal consultant of Black Women Wise Women LLC (BW3); Leigh Solomon Pugliano, co-founder and principal consultant of Straightforward Consulting Co.; and Heather Sage, MEn, founder and principal consultant of Periscope LLC. Together the team has broad and deep experience in the areas of workforce development and readiness programming, including social enterprises; Pittsburgh's environmental sector, including environmental justice; local business and marketing opportunities; program evaluation and measurements; and justice and equity work.

Planning Process

The planning team conducted their work in the following phases between March and October 2021: review of historic and existing plans, reports, evaluations, data, and financial information; establishment of planning process guiding principles and guiding questions; stakeholder interviews, including staff, board, former and existing crew member focus groups; staff organizational culture survey; market analysis examining pertinent trends and opportunities for both workforce development and service contracts; development of planning framework and strategic priorities; goal-setting; and development of key performance indicators, implementation timeline, and critical resource needs. While the planning committee focused its work in the later phases on shaping the strategic priorities and initial goals, the executive director, program directors, and the full staff worked together to develop the complete set of goals and associated action plan.

Guiding Principles & Questions

In order to ensure that the planning process aligned with the mission, vision, and principles of Landforce, the team created a set of guiding principles to help clarify why the planning work was important to do and how it is important to the organization and to Pittsburgh, and what success would look and feel like.

Effective collaboration has a number of core, defining principles, and these include:

- Openness
- Bravery
- Experimentation
- Trust
- Transparency
- Determination

We worked together to explore how these elements of authentic and effective collaboration show up at Landforce, and how they intersect with our own core values as an organization. Through a process of refining and prioritizing those values, we developed the following principles to guide our work in the planning process:

- We will demonstrate teamwork and ownership when the board, staff, crew, and partners fully participate in the strategic planning process, and the result will be a plan that is fully embraced and will be fully advanced.
- We will have integrity and engender respect when we are honest with ourselves about our current practices and the result will be a strategic plan that is truly in the interest of our crew members and the environment.
- We will be open, transparent, and accountable in our relationships when we encourage and engage everyone (crew members, staff, funders, contractors, community groups, board, trainers, recruitment partners, stewardship partners, and former staff) to actively participate and provide honest feedback that results in a strategic plan that is measurable and builds trust.
- We will approach the planning process in hopeful and aspirational ways when we allow ourselves to dream big and imagine new possibilities and the

result will be a bold strategic plan that inspires our best work and lays out an actionable path forward.

- We will work together courageously when we develop a strategic plan that results in the resiliency and adaptability of our board, staff, and crew in meeting new challenges and opportunities for the organization.

The planning team also identified a number of **Guiding Questions** to answer by the close of the planning process:

- In what areas of our work are we unintentionally perpetuating harm or reinforcing trauma?
- What programs or resources could better support our crew members exiting the program?
- What areas of work or skill sets will potential recruits be interested in post-COVID?
- What is the environmental sector and job opportunities within it going to look like? What are the key areas of opportunity/need and how does Landforce train for those?
- What does growth (if it's even necessary) look like, how will Landforce grow, and how will growth be measured?
- What does succession look like (for both executive leadership and the board of directors as it shifts from a hands-on approach to more governance?)

Research

Stakeholder Engagement

Using elements of appreciative inquiry, acknowledging that every organization has elements that are already working quite well, questions and conversations were designed to get at the heart of what those Landforce strengths are, and how they can be built upon to drive toward new strategic directions most productively. The consulting team engaged internal and external stakeholders in multiple ways: personal interviews via video conferencing technology with an interviewer and a notetaker, in-person interviews were held with current crew members at active work sites; focus group conversations were held with existing staff, board, and former crew members via video conferencing; and a staff survey that examined

current culture and the diversity, equity and inclusion (DEI) climate was conducted, including closed and open-ended questions.

The stakeholder engagement process aimed to address the following key objectives:

- Establish criteria for identifying and prioritizing both internal and external stakeholder groups;
- Identify strategies for effectively engaging all stakeholder groups in the strategic planning process;
- Implement methods that incorporate multiple voices and perspectives, especially those of team members who don't often have the opportunity to share strategic responses;
- Obtain feedback that would guide and undergird the process through a transparent and open planning process.

The full Stakeholder Engagement Report can be found in Appendix A. Following is a summary of broad themes that the consulting team encountered across all stakeholders:

- Landforce's program offers solid skill-building, both workforce and personal.
- Crew and staff members are respected and feel encouraged.
- Landforce has a "clan" or family-like organizational culture. (note: "clan culture" is an organizational culture type that generally means the organization tends to function like a family, sharing similar values and goals, where consensus is valued)
- There may be opportunities to deepen and develop more continuity in relationships with crew, past and present, through some form of mentorship.
- It is challenging, for many reasons, to move crew members into viable *land management* positions.
- There is a widely acknowledged sense of community impact from Landforce's work.
- Landforce needs to expand its partnerships (of all types) to increase opportunities.
- Landforce currently does minimal marketing of its many successes.
- Market analyses of other revenue streams are necessary for Landforce to grow beyond its existing business model.

Market Scan

In addition to the responses gathered through the stakeholder interview process with relevant workforce development and land care client partners, the consultants performed a scan of existing market conditions. A full report can be found in Appendix B. Current opportunities in key areas include:

Workforce Development

- The current workforce development system is ready for expansion, disruption, and a streamlined focus.
- Employers lack a good understanding of what quality workforce development programs offer.

Green Infrastructure and Land Stewardship

- Education and advocacy on the value and role of workforce development for green infrastructure in the community will be required to build support and to increase public investment.
- Many local governments have a need for a trained and skilled workforce to implement, operate, and maintain green stormwater infrastructure.

Program Expansion and Revenue Growth

- Dislocated workers represent a significant portion of the unemployed or underemployed workers; the U.S Department of Labor will heavily invest in this population through the Workforce Innovation and Opportunity Act (WIOA).
- Technology enhancement and investment is directly related to the growth and sustainability of social enterprise organizations.

Based on the interviews and research, insights to help Landforce consider new areas for strategic focus include:

- Unemployment challenges and barriers have been exacerbated due to COVID-19, and as such, programs need to directly address the intersectional barriers faced by different populations of job seekers (race, health, child care, education, family care, etc.)

- Dislocated worker programs have been and will continue to receive significant investment.
- Cross-sector strategic partnerships with employers lead to better outcomes for workers.
- Aging infrastructure in urban communities provide opportunity when coupled with advocacy, education, and partnership with local governments.
- Stable and consistent procurement of government contracts will be difficult but opportunities exist in co-creation and partnership to design and implement new programs.
- Workforce development programs that focus on green infrastructure and renewable energy address a need and area of opportunity for both employers and workers.
- Evaluation metrics and methods can be reexamined to approach evaluation from an equity-centered approach to ensure programs and services are addressing societal inequities and moving communities towards long-term change.

Additional Factors

In addition to those factors laid out above, it is important to consider the following points which influenced the direction of our 2022 to 2025 strategic planning:

- Throughout 2021, Landforce has been pulled into a multitude of large (regional or national) conversations about workforce readiness and environmental stewardship. These conversations included:
 - National legislation regarding the rebirth of the Civilian Conservation Corps;
 - A concerted effort by a group of environmental nonprofits to analyze upcoming green jobs in the Pittsburgh region;
 - Efforts to diversify future water authority employees;
 - Efforts to diversify future utility employees;
- Landforce staff previously realized some limitations about our programming:
 - Seasonal employment means that some crew members are pushed out before they are ready for unsupported employment;

- The nature of our contracts and team structure means that those crew members who are not yet able to commit to working every day, or who are unable to keep a timely schedule, are often fired before we can help them overcome their most basic barriers to employment.
- Many crew members are interested in owning their own businesses, but we are not currently able to provide experiential entrepreneurial learning.

Conclusions

Landforce is a relatively young organization, which has been in a growth phase and would like to continue to grow in a number of ways. When considering strategic priorities, the board and staff independently placed the highest importance on increasing revenues for the organization through expanded partnerships (see **Appendix C** for summary). This appears in the goals and actions in several places -- including expanding opportunities with employers, recruiters, trainers, stewardship clients, elected officials, and advocacy partners. As well as in a feasibility study for a second business line. The organization would like to grow its annual budget to approximately \$1.5 million/year over the next five years.

Focusing on engagement that builds, retains, and benefits from a full range of partnerships will enable Landforce to strengthen and solidify its program models so that emerging opportunities will be more readily evaluated and embraced. Landforce already employs strong evaluation practices in its work, using data toward continuous improvements. Applying rigor towards evaluating opportunities for program growth, while retaining the elements that allow Landforce to be a unique, holistic model for workforce development, Landforce will be intentional about the kind of growth it chooses to undertake.

Creating capacity in the Landforce team in the coming five years is crucial to this goal, and will include the areas of communications, marketing, outreach, funding development, and advocacy. This additional expertise will offer returns on investment for Landforce, building out a more complete operation better equipped to have sustainable growth and expanded impact.

Landforce Strategic Visions

Following the information gathering and research, we worked together as the consulting team, committee, and staff to shape aspirational and strategic goals, initiative / action steps, timelines, responsibilities, and potential resource needs associated with each. Additionally, we identified key performance indicators (KPIs) and measures of success associated with every goal.

The strategic visions are ordered in such a way as to 1) strengthen and celebrate what we do uniquely well, seeking out opportunities for both workforce development and land stewardship; 2) invest in new capacity that will amplify our presence and help to reshape the systems within which we operate; and 3) ensure that the operational and programming models Landforce deploys reflect our values.

The strategic vision and key goals are listed here. The full plan, including initiatives, actions and goals, is displayed in the table on the next several pages. We will track monthly progress towards our KPIs using the tool found in Appendix D.

1. We prepare our participants to thrive in life and support their aspirations.

- **Goal 1.1:** Research and understand key local and regional industries (market conditions)
- **Goal 1.2:** Build and nurture strategic and relevant partnerships.
- **Goal 1.3:** Determine what our participants need from us to help them move into livable wage jobs.
- **Goal 1.4:** Utilize the foundation of soft and hard skills as the starting point to future successes.

2. We achieve the highest level of excellence in environmental stewardship in our region through training and practice.

- **Goal 2.1:** Develop and maintain knowledge about local and regional environmental needs (market conditions)
- **Goal 2.2:** Provide current, best practice based training for crew members in environmental stewardship and environmental ethics.

- **Goal 2.3:** Provide exceptional business services to achieve high levels of customer satisfaction.
- **Goal 2.4:** Share personal and professional reflections about the meaning of environmental stewardship work.

3. We celebrate and give space for the stories of Landforce and our people.

- **Goal 3.1:** Create and implement a strengths-based communications plan for Landforce and our crew members.
- **Goal 3.2:** Create ways for people to engage with Landforce and for our crew members to engage more broadly.

4. We advocate for better public policies that affect our crew members' lives and the environment.

- **Goal 4.1:** Evaluate and promote environmental regulations, policies and trends for new Landforce business opportunities that will contribute to a more healthy environment.
- **Goal 4.2:** Evaluate and promote workforce development, social service, incarceration / reentry policies and trends for opportunities to improve lives of crew members.

5. We aspire to sustain and grow an organization that reflects our shared humanity and models our values.

- **Goal 5.1:** Ensure Landforce has the right talent and resources to accomplish the strategic plan.
- **Goal 5.2:** Maintain and promote our work culture as a shining example of a diverse organization where people of different opinions, backgrounds, and experiences are valued and thrive.
- **Goal 5.3:** Ensure smooth and positive transitions when leadership changes occur.

6. We model financial sustainability.

- **Goal 6.1:** Become a model of financial stability.
- **Goal 6.2:** Increase individual giving by doubling the number of donors in 5 years.

- **Goal 6.3:** Model financial stability for our crew members.

Revenue Model

Landforce currently relies on contract revenue that makes up about 25 percent of our total budget. This amount generally enables us to support crew member wages, a portion of site supervisor wages, and a small amount of associated costs annually. As detailed in our plan, our goal is to increase our total annual operating budget from approximately \$1 million annually to \$1.5 million over the next five years. We intend to increase contract revenue to approximately 30 percent of our operating budget, while concurrently increasing public sector grants and support in addition to corporate and private foundation grants. The current amount of support we receive from individual donors is quite small, and we will also work to increase that share to at least two percent of our total budget.

Vision											
2. We achieve the highest level of excellence in environmental stewardship in our region through training and practice.											
Key Goals											
Goal 2.1			Goal 2.2				Goal 2.3			Goal 2.4	
Develop and maintain knowledge about local and regional environmental needs (market conditions)			Provide current, best practice based training for crew members in environmental stewardship and environmental ethics.				Provide exceptional business services to achieve high levels of customer satisfaction.			Share personal and professional reflections about the meaning of environmental stewardship work.	
Initiatives / Actions											
Conduct a feasibility study for mattress recycling and other business lines, including exploring various models of earned revenue (for profit / not for profit.)	Attend workshops, meetings, and volunteer events to create brand recognition with private developers, municipalities, and other organizations outside of the environmental non profit sector and to increase knowledge about regional environmental stewardship.		Continuously advance staff expertise to enable peak job performance and ability to impart new skills in a way that makes them teachable and impactful to the crew members' experiences.				Employ a rigorous Quality Assurance/Quality Control (QA/QC) process for all contracted services.	Create & implement a shadowing program where crew members get to join the Director of Land Stewardship on client meetings so they begin to understand client relationships.		Build and share a body of positive examples of stewardship work using storytelling.	Provide presentations for crew members by environmental employers with actual employment opportunities.
Responsible Position											
Executive Director	Director of Land Stewardship / Executive Director		Director of Land Stewardship, Land Stewardship Project Manager, Site Supervisor 1, Site Supervisor 2				Director of Land Stewardship, Site Supervisor 1, Site Supervisor 2	Director of Land Stewardship, Land Stewardship Project Manager		Director of Land Stewardship, Land Stewardship Project Manager, Site Supervisor 1, Site Supervisor 2	Director of Land Stewardship, Director of Workforce Development
Timeline											
Year 1	Years 1 to 3		Years 1 to 3				Years 1 to 3	Years 2 to 3		Years 1 to 3	Years 1 to 3
Key Performance Indicators											
Feasibility Study	8 collaborative meetings / workshops / conferences attended per year		3 meetings / workshops / conferences per staff member for a total of 12 educational opportunities per year				1 partnership summit held annually Years 1 to 3 90% of projects completed on schedule 90% client satisfaction (per survey) At least one site visit per year for clients for every contract with 5 or more days of work	8 crew members/year shadow Director of Land Stewardship		8 personal stories crafted (1 per staff) 4 personal stories delivered	3 environmental employer talks per year
Resources Needed											
										Coaching in storytelling	
Vision											
3. We celebrate and give space for the stories of Landforce and our people.											
Key Goals											
3.1						3.2					
Create and implement a strengths-based communications plan for Landforce and our crew members.						Create ways for people to engage with Landforce and for our crew members to engage more broadly.					
Initiatives / Actions											
Engage consultant to create a communications plan that draws upon the organization's and our crew members' strengths.			Hire someone to implement the plan to: a) tell Landforce's story and b) enable crew members to tell their stories should they choose.		Ensure staff, board, and crew members are trained in strengths-based storytelling.		Conduct volunteer events each season.		Increase social media presence and return on investment.	Host creative events like a Landforce project "treasure hunt."	
Responsible Position											
Executive Director, Communications Manager			Executive Director, Operations & Communications Manager, Communications Manager			Communications Manager	Communications Manager, Land Stewardship Project Manage			Communications Manager	Communications Manager
Timeline											
Year 1 (first 6 months)			Year 1 (first 3 months)			Year 1 (first 6 to 12 months)		Years 1 to 3 (first 6-10 months)		Years 1 to 3	Years 1 to 3
Key Performance Indicators											
1 Communications Plan			1 new hire			2 training sessions 4 stories created and told		3 volunteer events held/year 30 people engaged/year		Metrics to be determined in communications plan	1 event per year
Resources Needed											
Funding for Consultant			Funding for position								

Vision											
4. We advocate for better public policies that affect our crew members' lives and the environment.											
Key Goals											
4.1 Evaluate and promote environmental regulations, policies and trends for new Landforce business opportunities that will contribute to a more healthy environment.						4.2 Evaluate and promote workforce development, social service, incarceration / reentry policies and trends for opportunities to improve lives of crew members.					
Initiatives / Actions											
Deepen relationships with advocacy partners.	Educate ourselves, elected leaders, municipal officials, and partners on critical policy issues.		Create advocacy plan to guide our decision making in regard to future advocacy work			Deepen relationships with advocacy partners.	Educate ourselves, elected leaders, municipal officials, and partners on critical policy issues.		Create advocacy plan to guide our decision making in regard to future advocacy work		
Responsible Position											
Executive Director, Director of Strategic Partnerships & Government Affairs (working title), Director of Land Stewardship, Director of Workforce Development	Director of Strategic Partnerships & Government Affairs, Executive Director, Director of Workforce Development, Director of Land Stewardship		Director of Strategic Partnerships & Government Affairs, Executive Director, Director of Workforce Development, Director of Land Stewardship			Executive Director, Director of Strategic Partnerships & Government Affairs (working title), Director of Land Stewardship, Director of Workforce Development	Director of Strategic Partnerships & Government Affairs, Executive Director, Director of Workforce Development, Director of Land Stewardship		Director of Strategic Partnerships & Government Affairs, Executive Director, Director of Workforce Development, Director of Land Stewardship		
Timeline											
Years 1 to 2	Years 1 to 3		Year 2			Years 1 to 2	Years 1 to 3		Year 2		
Key Performance Indicators											
1 meeting per month with advocacy partners	Fundraising for Director of Strategic Partnerships & Government Affairs complete (Year 1) Hire Director of Strategic Partnerships & Government Affairs (by end Year 1) 4 Meetings with electeds/policymakers per year		Complete Advocacy Plan			1 meeting per month with advocacy partners	Fundraising for Director of Strategic Partnerships & Government Affairs complete (Year 1) Hire Director of Strategic Partnerships & Government Affairs (by end Year 1) 4 Meetings with electeds/policymakers per year		Complete Advocacy Plan		
Resources Needed											
Funding to hire Director of Strategic Partnerships			Director of Strategic Partnerships & Government Affairs						Director of Strategic Partnerships & Government Affairs		
Vision											
5. We aspire to sustain and grow an organization that reflects our shared humanity and models our values.											
Key Goals											
5.1 Ensure Landforce has the right talent and resources to accomplish the strategic plan.			5.2 Maintain and promote our work culture as a shining example of a diverse organization where people of different opinions, backgrounds, and experiences are valued and thrive.						5.3 Ensure smooth and positive transitions when leadership changes occur.		
Initiatives / Actions											
Create a 5-year resource plan for appropriate staffing (including necessary positions and a salary / benefit review for new and existing positions.)	Provide professional development for Landforce staff and board to be able to carry out strategic duties.	Conduct board audit identifying and filling necessary skills and composition.	Review policies, practices and procedures bi-annually to ensure the Landforce team continues to feel respected, welcome, and listened to.	Conduct annual evaluation about staff satisfaction in regard to key factors like trusting management & colleagues, feeling valued at work, feeling listened to at work, believing that differences are valued at Landforce, believing that people of different backgrounds are well represented at Landforce	Promote, in a public forum, Landforce culture & how we have created and maintained it.	Survey partners to see if they understand our mission and values.	Design succession plans for executive leadership and Board of Directors.				
Responsible Position											
Executive Director, Board of Directors	Executive Director, Program Directors, with Program Teams	Board of Directors, Executive Director	Board of Directors, Executive Director, Program Directors, Human Resource advisor	Executive Director	Executive Director, Communications Manager	Board of Directors, Executive Director	Board of Directors, Executive Director				
Timeline											
Year 1 (month 3)	Years 1 to 3	Year 1 (first 8 months)	Years 1 and 3	Years 1 to 3	Years 1 and 3	Year 2	Years 1 to 2 (within 18 months)				
Complete Resource Plan	20 hours per staff member per year	Board audit identifying needs; List of Board Candidates based upon needs	Revised policies adopted by Board of Directors	70% response rate (minimum) 85% satisfaction rate (minimum) for key factors.	1 substantive communication every other year	75% of respondents show meaningful understanding / recognition of our mission and values	1 completed plan				

Vision											
6. We model financial sustainability.											
Key Goals											
6.1 Become a model of financial sustainability.				6.2 Increase individual giving by doubling the number of donors in 5 years.				6.3 Model financial sustainability for our crew members.			
Initiatives / Actions											
Develop sustainable funding plan that increases funding by 50% over the next five years; including explorations of various earned revenue models, and institutional and individual giving that also aims to increase annual operating reserve.	Sustain relationships with existing contract and funding partners through outreach, invitations to visit, and successfully meeting all contract and grant deliverables.	Derive operating budget in equal thirds from each of the following areas: government, foundation, earned revenue.	Continue to maintain appropriate fiscal records and a balanced budget.	Increase social media, earned media, and fundraising outreach.				Continue to teach and broaden financial empowerment workshops and encourage financial literacy amongst crew members.	Explore business lines that could allow crew members to become "Business Fellows" and assist in running the business and learning business skills.		
Responsible Position											
Board of Directors, Executive Director, Development Consultant	Program Directors, Executive Director, Development Consultant	Executive Director, Program Directors, Development Consultant	Board of Directors, Executive Director, Operations & Communications Manager	Communications Manager, Executive Director, Development Director				Workforce Development Team, Operations & Communications Manager	Executive Director, Program Directors		
Timeline											
Year 1 (initial draft), Years 2 to 3 (review annually)	Years 1 to 3 (annually)	Years 1 to 3 (annually)	Years 1 to 3 (annually)	Years 1 to 3 (annually)				Years 1 to 3	Years 1 and 2 (Design & Fund); Year 3 (Execute)		
Key Performance Indicators											
1 Funding Plan	4 donor site visits or meetings per year Quarterly calls/meetings with funders and major donors	98% annual total revenues from earned revenue, government sources, and foundation sources 2% annual total revenues from individual giving	Continued clean audits.	From 26 in 2020 to 52 in 2026				90% of crew members have bank accounts	Design one program Fund one program Execute one		
Resources Needed											
Funding for Development Consultant										Feasibility Study (see # 1)	

Evaluative Framework

As Landforce moves ahead in considering potential opportunities that may expand the length and types of land stewardship contracts, the number of crew members involved each year, whether and how former crew members can continue to be directly involved in Landforce, partnerships, and revenue generating models, it is important that a framework for decision-making is in place that we may return to. Borrowing from principles, questions, and approaches in this strategic planning process, a potential framework can be developed. Some examples include:

- Are the needs of our participants, both while at Landforce and beyond, centered?
- Are we reinforcing harm or trauma?
- Are crew members helping to shape decision-making about future programs?
- Does this opportunity offer Landforce a chance to occupy a space in the workforce development and/or land stewardship arenas that are not otherwise filled?
- Is there a more efficient or effective means by which to accomplish the same outcome(s) without compromising our values?
- What barriers does this opportunity help Landforce to overcome?
- Are we maximizing the public benefits in the workforce development and environmental stewardship spheres?
- Are the evaluation metrics and/or methods we are using equity-centered, thus ensuring that we are helping our communities move towards long-term change?
- Do funders, partners, and decision-makers understand and value the impacts that we make? Have we aligned our measures of success with the needs of the region?
- Are we employing appreciative inquiry towards this decision? (i.e. we tend to evolve into an organization that reflects the types of things we study or devote time and resources to understanding)
 - Discovery: contrast what we imagine as “the best” today/tomorrow with what was “the best” in the past.

- Dream: examine ambitions without limitations against Landforce's achievements.
- Design: translate thoughts from the past two steps into actions in a detailed way.
- Destiny: plan to define goals and assign tasks based on expertise so that Landforce can collaboratively undertake decision-making.

Acknowledgements

Committee Chairs: Rhonda Madden and Dr. Mary Ohmer

Committee Members: Kathryn Hunninen, Renee Robinson, Jasimine Cooper, Dr. Ilyssa Manspeizer

Consultant Team: Heather Sage (Periscope, LLC), Dr. Cheryl Hall-Russell (Black Women Wise Women LLC), Leigh Solomon Pugliano (Straight Forward Consulting Co).

Board of Directors:

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All of the funders, partners, and former and current crew members and staff who shared their experiences with our consultants to help us build a brighter day for tomorrow's crew members and for our environment.

Adopted by the Landforce Board of Directors at our Annual Meeting, December 15th, 2021.

With gratitude to REDF for supporting the creation of this strategic plan.

Appendices

- A. Stakeholder Engagement Report
- B. Market Analysis
- C. Strategic Priorities (staff and board)
- D. Key Performance Indicators Tracking Tool



Strategic Plan - Appendix A

Stakeholder Engagement Report

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Executive Summary

Landforce launched a strategic planning process in the summer of 2021 that would allow them to update their business plan. Additionally, they wanted to ensure that a new plan incorporated justice and equity work that could seamlessly fit into the organization's mission. A crucial part of the look forward is looking back at the body of work already performed with a critical lens. To do this, input was gathered from both internal and external groups, including staff, board, partners, consultants, funders, and of course, team members who have gone through the Landforce program. We incorporated some of the methodologies of appreciative inquiry, which acknowledge that every organization is doing something right! Based on social constructionism—it's all in the language—if the organization keeps asking itself what it will look like when it is performing at its peak—it will create conditions and an environment that sustains that performance. Furthermore, appreciative inquiry borrows from heliotropism, which means all living organisms gravitate toward what gives them life. Nonprofit organizations are like living beings that seek ways to survive and thrive. With this in mind, questions were designed to get at the heart of what is working well and how these strengths can be utilized to deliver on new strategies.

We engaged internal and external teams in multiple ways. Because this process happened in the middle of the COVID-19 pandemic, most personal interviews were done using Zoom conferencing technology with an interviewer and a notetaker. In-person interviews were held with current team members at active worksites. Additionally, a staff survey that examined current culture and DEI climate was conducted, including closed and open-ended questions.

Our analysis and interpretation of data involved looking for patterns with stakeholder groups while also noting themes that emerged across the key priorities and opportunities specific to each stakeholder group. We also noted broad patterns that emerged across the groups.

The stakeholder engagement process aimed to address the following key objectives:

- Establish criteria for identifying and prioritizing both internal and external stakeholder groups;

- Identify strategies for effectively engaging all stakeholder groups in the strategic planning process;
- Implement methods that incorporate multiple voices and perspectives, especially those of team members who don't often have the opportunity to share strategic responses;
- Obtain feedback that would guide and undergird the process through a transparent and open planning process.

The following guiding questions drove the stakeholder engagement process:

- What are we doing well?
- In what areas of our work are we unintentionally perpetuating harm or reinforcing trauma?
- What programs or resources could better support our crew members exiting the program?
- What area of work or skill sets potential recruits may be interested in post-training?
- What are the job opportunities and areas of opportunity in the environmental sector and beyond?

The report outlines the broad themes that emerged from the stakeholder engagement process and detail on the internal and external stakeholder data. Responses were paraphrased and summarized into themes.

Broad Themes Across Stakeholder Groups

The analysis of data involved looking for patterns across stakeholder groups. They are broken down into the 4-D Cycle of appreciative inquiry—Discovery, Dream, Design, and Destiny.

Discovery

- The program offers solid skill building – both workforce and personal
- Measurable sense of community impact

- Mentorship – need to deepen and follow up
- Clan/Family Culture

Dream

- Expanding partnerships
- Marketing/Market drivers
- Team members are respected and feel encouraged

Design

- Becoming the best version of itself

Discovery - What Does Landforce Do Best?

Program offers solid skill building – both workforce and personal

This theme was remarked upon most often with current and former crew members as well as staff. Crew members shared that they were pleasantly surprised by how deeply engaged the staff was in their success. They cited the development of work ethics (time management, working hard, being dependable), social skills (respectful communication, de-escalation of tense encounters, supporting one another), and the building of confidence in their capacity and ability to utilize what they'd learned to build on a career post training.

Measurable sense of community impact

Crew members and staff alike shared that they are proud of the impact the work has on both communities and people. Team members, in particular, noted that when they were making community-based improvements, community members would often compliment their work and they found encouragement and pride in what they were producing. As a result, they noted that they wanted to do more of this type of work. The words were backed up by the use of positive sentiments and physical responses including smiles when discussing engaging directly with the community or explaining the impact they intended to have. Land management crew members also shared that these more meaningful assignments were where they thought they shined best and that the development of more opportunities of this type would be very beneficial to the organization.

Mentorship – need to deepen and follow up

While the organization has tried various methods to maintain relationships with former crew members, there is a desire to improve in this area. The need was expressed as a key component to long term success as job placements sometimes fall through or are shorter term than hoped for and crew members could benefit from advice and connections from Landforce experts. Those crew members who maintained long-term relationships were able to cite the benefit of those from help with new placements to volunteering for the program.

Clan/Family Culture

In the interviews, focus groups, and survey, there appeared a very strong sense of a clan/family culture. Clan cultures often function like a large family in which members share the same values and pursue the same goals. It permeated through the board, staff and team member engagements as well. This closeness was viewed as a strength in that it helped to build and sustain a trusting culture, and it also allowed teams to work through challenges with less friction and more focus. Board members occasionally referenced that their time of peak engagement was when the organization was in its early stages and they were a part of refining the model. They were very hands-on in terms of planning and evaluation. Crew members, too, felt like being in a family, indicating there were times when some family members needed to be encouraged to move on to maintain the harmony and positive working relationships of the whole. Finally, teamwork was the highest value identified by the staff and felt to be at the center of the organization's success.

Dream - What Could Be For The Organization

Need to expand partnerships to increase opportunities

While this portion of the report did not include the bulk of the partner interviews (see the info on potential growth areas for more in-depth info), funders, staff, and team members all had ideas on how to expand opportunities for Landforce. Generally, they included:

- Develop a more strategic pipeline for graduates by expanding partnerships with different types of employers who will appreciate the skills developed by

the program. The model is proven to work and has the potential to elevate Landforce's image as a workforce innovator.

- Why not elevate the crew members' skills to equip them better and make them more marketable? Landforce could add additional real-world training skills and certifications that could not only work in land management but other areas. Training that should be considered includes carpentry, welding, using both light and heavy machinery, and tracking inventory.
- Open a supply store and build skills in sales and customer service (if a nursery or other land management resources are developed as a business line).
- Help connect people to places! For example, suppose the trails, and even the stairs, that dot the landscapes of Pittsburgh neighborhoods had regular teams clearing and repairing them. In that case, it increases the connection, provides reasonable wages, and instills a sense of pride in both the worker and neighborhood residents.

Marketing

- Landforce should be seen as an industry best practice in terms of how it trains and holistically supports its team members, supports and develops staff, and engages volunteers. While the positive aspects of this model are clear, if it were more market-driven, opportunities for growth and partnerships would expand exponentially. Part of being market-driven is developing a thorough understanding of market dynamics and consumer needs. As global warming is upon us, what are the changing land maintenance and enhancement needs that Landforce can be ahead of? Staying connected to partners and potential customers and cultivating those important relationships will make Landforce more flexible and competent in anticipating market changes and equipping the organization to take advantage of them. A respondent noted that Landforce needs to "dream big" and consider operating in ways outside of confining comfort zones.

- Consider a retail market from plants to hiring teams to do more community-based work at higher wages and with contracts that improve the bottom line of the organization
- Balancing mission and market were mentioned as necessary and desirable. Increasing the bottom line provides stability. Zeroing in on ways to provide access to long-term employment options helps obtain the desired balance.

Moving crew members into viable land management positions may be less important than placing into viable positions

Only approximately 20% of current or former crew members interviewed anticipated or ended up having experience as land managers or in the field in any other capacity. Most stated that they valued what they learned about how to work over getting a job in the field. When queried further about this, they responded that they liked the work but found actual meaningful jobs in the field were very limited. They did not want to work clearing fields but were more interested in the work they did clearing paths or working on specific community projects. They did not have high expectations for continuing in the field.

Team members are respected and feel encouraged

Current and past crew members interviewed shared a sense of pride and accomplishment after finishing the program. They often said that they received what they hadn't anticipated and didn't know could happen. As well, they learned skills, were at a place that respected them, built confidence and worked on behaviors that were not serving them well.

"I got promoted to foreman on my job, and for one of the first times, my parents are proud of me—I am proud of me."

"I was 30, and I never had a job before. They taught me everything I needed to know about working and now I am a role model for my children."

Design - Collaborative Conversation On How The Organization Can Be Its Best Self.

The basis of this conversation is contained in many of the responses in the Discovery and Dream portions of this report. The interviews, focus groups, and surveys indicate where the organizational strengths lie. There are also shared values in terms of how to plan a path forward. The need to secure a future that has clear growth challenges and contingency planning was mentioned repeatedly. Core to what Landforce does best that can be leveraged into growth and long-term sustainability are:

- Deep understanding of the environment and land use.
- Commitment to growing people and improving the land – board and staff feel these are intrinsically bound and core to the work of Landforce.
- A clan culture that values teamwork, team members, is passionate and has high integrity.
- Curiosity about the future – wants to test expanding the model to expand training and provide longer-term opportunities for crew participants.
- Readiness for change and capacity to sustain it – the survey indicated that because leadership is trusted, and their voices are important in decision making, expanding or changing aspects of the model will be well tolerated.
- There is a keen awareness of DEI that includes thoughtful approaches, inclusive behaviors, comfort in discussing the more challenging aspects of equity, and careful thinking through how this impacts crew members and others.
- The board of directors is committed to the Discovery process that will allow them to figure out what the best version of themselves looks like that is capable of actively and appropriately helping to inform and support the staff and new strategies.

Destiny

When using a modified appreciative inquiry approach, the final stage is Destiny. Tools and measurements are designed to help the organization move from design into the implementation of strategies, always learning, adjusting, innovating and improvising along the way. As we close in on the final stages of this process, we will work with the Landforce team to weave together the ideas and innovation informed by the market study and create a final plan.

Organizational Culture and DEI Survey - Summary of Findings

Throughout the strategic planning process, employees were provided numerous opportunities to engage—sharing their opinions, ideas, and concerns. The input was gathered in focus groups, individual interviews, and a cultural/DEI organizational survey. The survey was open July 28 through August 12, 2021. The results came directly to BW3, and answers remained confidential.

There was a 64% response rate which is, by standard practice, a very good return (average rates for internal surveys tend to be 30-40%). In larger surveys, the practice is to break out responses by workgroups, but because the organization is small, doing so could risk confidentiality. The size of the organization also influenced responses around subcultures. Often respondents give very detailed descriptions of subcultures be they by race or gender identity, those who like theater or golfers. The range can be quite broad. Landforce employees didn't identify any subcultures other than by work function—Workforce Development, Crews, and Land Stewardship.

Demographics

Years on the job: 43% 4-7 years | 28.5% 1-3 years | 28.5% 1-12 months

Work focus: 42.8% Land Stewardship | 42.8% Administration | 28.5% Workforce Dev.

Age: 57% 30-39-year-old range | 42.5% over 40 years of age

Race: An almost even split with 42.8% identifying as White, 42.8% as Black/African-American and one other.

Open-Ended Questions - Themes

- Motivated by the mission of the organization.
- Proud of the unique space that Landforce holds in the market.
- Feels a need to do a better job marketing the work and sharing the Landforce story.
- Wants help in finding better paying long-term jobs for graduates.

- There is a need to expand to offer other services that may produce income but stay on mission.
- Believe that the mixture of workforce and land management is a good one but needs to evolve to ensure long term positive outcomes for crew members.

Closed Questions

- The top values cited by respondents were teamwork, commitment to crew members, passion, integrity, and trust (the last three were evenly cited while teamwork was a high number one).
- Trust – There is a uniquely high sense of trust in the organization. A survey conducted by Harvard Business Review noted that only 39% of survey respondents reported a high level of trust in their employer. Respondents in this survey were very positive when responding to matters of trust and relationship with management:
 - o 85.6% trust management
 - o 85.7% report being listened to by their managers
 - o 100% cited strong leadership
 - o 100% reported they trusted one another
- Leadership – Employees also felt Landforce has strong leadership that reflects the goals and strategies and their everyday work.
 - o 100% believe their supervisors create meaningful assignments that support the strategies of the agency
 - o 85.6% believe management solicits their input on major decisions
 - o 100% felt comfortable making suggestions to supervisors
 - o 82.6% have a high regard for the current management team
- Prioritize a focus on diversity, equity, and inclusion

- o 85% reported those who were 'different' were treated fairly. This question allowed the respondent to determine what they deemed different.
 - o 85.6% felt included and respected
 - o 85.7% expressed that employees of different backgrounds were well represented at Landforce.
 - o 85% felt their supervisors were proficient in handling race and gender challenges
 - o There is a strong sense of belonging, with most reporting they can be their authentic selves at work, with 85% saying they felt included and respected
 - o Staff reported that there is high engagement in conversations around diversity and that they were engaged in structural, cultural and behavioral discussions to improve the culture.
- Change management
 - o Management is seen as very supportive of change
 - o Respondents scored the organization high in terms of its flexibility. However, 42% felt it wasn't always easy to get things done.
 - o Staff reported they were highly engaged in structural, cultural, and behavioral conversations to improve the culture.

Overall, staff reported that their work was respected, fairly evaluated and that they felt like their ideas and suggestions were used to improve the culture and operations of the organization.

Stakeholder Participants

	Stakeholders	Method Of Engagement
Internal stakeholders	<ul style="list-style-type: none"> • Landforce employees (8) • Board of Directors • Current crew members (8) 	<ul style="list-style-type: none"> • Zoom or Teams web interviews and focus group. • Survey and focus group • In-person
External stakeholders	<ul style="list-style-type: none"> • Funders (3) • Partners (2) • Clients (2) • Former employee (1) • Program consultants 	<ul style="list-style-type: none"> • In-person • Zoom interview • Zoom interview • Zoom interview • Observation in trainings

Appendix B: Market Analysis

Overview

Landforce is a social enterprise nonprofit that provides opportunities for people who are returning to the workforce for various reasons (returning from incarceration, struggling with addiction, mental health diagnoses, homelessness) or living in poverty to move towards economic stability. Landforce combines workforce development training with environmental stewardship employment and support in transitioning to new employment. Over the last five years, Landforce has hired nearly 100 people and contributed nearly 40,000 hours of environmental stewardship to our region. Landforce crew members have participated in 12,000 hours of training and 1,500 hours of case management.

In order to develop a plan for their strategic direction over the next 5 years, Landforce has entered into the strategic planning process. As part of the process, the consulting team conducted a market analysis to gain further insight into the sector— beginning with a macro analysis of the workforce development sector then an analysis and assessment of the region in regards to land stewardship, environmental sustainability, racial equity, and workforce development.

The Current Landscape

Workforce development institutions are uniquely challenged to provide programming that provides skills and training as well as address social and emotional needs and leads to economic stability and mobility for participants. In order to do this well, workforce development institutions must have strong programs and program evaluation methods, strategic partnerships with employers, a solid revenue model and financial sustainability plan, and center equitable principles and practices in all aspects of planning, implementation, and evaluation.

Not much has changed in workforce development since the enactment of the Workforce Investment Act (WIA) in 1998. With over 160 programs of study at CCAC and other secondary institutions and hundreds more available from other training providers and community-based organizations, Allegheny County seems to be home to one of the largest and most diverse training systems in the country.

Additionally, the current system is ready for expansion, disruption, and a focus that centers and addresses how the impact of racism and bias affects the effectiveness of workforce development programs.

As a social enterprise nonprofit focused on workforce development in the Pittsburgh region, Landforce must take the insights from the analysis and stakeholder feedback along with the current federal and state priorities and regional needs into account as the strategic priorities are determined and aligning strategies are designed.

Market Analysis - Considerations

Our process is to prioritize the values of the organization as the market analysis and sector research is conducted. Additionally, for organizations missioned to address societal inequities, we center equity and justice in our approach, implementation of the process, and the strategic solutions we ultimately recommend.

Considerations That Guided This Process

- Landforce Vision: Landforce is committed to building a just world, where everyone belongs, lives in a healthy environment, and surpasses their greatest dreams.
- Landforce Mission: We nourish a culture of self-empowerment for people aspiring towards meaningful and stable employment, as we protect and improve the environment.
- Landforce Teams: Professionally skilled crews who help restore and maintain land and green assets and can assist in a wide array of environmental management.
- Landforce program model
- Landforce stakeholder feedback
- Landforce current business model
- Environmental Stewardship vs. Workforce Development

Questions To Answer

- Who are the potential customers, clients, and participants?
- How large is the target market? Total addressable market?
- How much are customers willing to pay for services?
- Who are our main competitors?
- What are our competitors' strengths and weaknesses?
- What is the future of workforce development?
- What are the emerging trends in workforce development/ sustainability?

Market Analysis - Reasoning

Market analysis is an important aspect of the strategic planning process. Our process not only researches the sector but takes a specific look at historical context, case studies, data, and funding priorities (federal, state, region).

Additionally, our analysis process assesses:

- Risk (internal/external)
- Possibility of more scalable products and services
- Current and emerging trends in workforce development/environmental sustainability
- Revenue projections and alternative revenue streams/models
- Past mistakes, harmful programs, what does not work
- Marketing and communications best practices

Market Analysis - Research

Main Information Sources

- Landforce Website
- Materials Folder
- Pennsylvania Department of Labor and Industry
- PA Workforce Development Association

- US Department of Labor

Useful Reports

- 2021 Pennsylvania Clean Energy Industry Workforce Development Needs Assessment & Gap Analysis
- McKinsey & Company Closing the Skills Gap: Creating Workforce-Development Programs that Work for Everyone

Additional Sources

- <https://www.bls.gov/>
- <https://www.benefits.gov/benefit/94>
- https://www.pgh2o.com/sites/default/files/2019-12/1_Introduction.pdf
- Workforce Innovation and Opportunity Act (WIOA).

Local Insights

- Hill District Community Development Corporation
- Partner 4 Work
- Conversations with Various Sector Experts

Market Analysis - Insights

Workforce Development

- Unemployment challenges are exacerbated by barriers to employment among different populations.
- It is in the best interest of workforce development systems to advocate and develop programs that intentionally and directly address intersectional inequities, barriers to participation, and challenges for workers.
- The current workforce development system is ready for expansion, disruption, and a streamlined focus.
- Program curricula, structure, and areas of focus need to be updated to better reflect the needs of employers and interests of job seekers.

- Employers lack a good understanding of what quality workforce development programs offer.
- Strategic development and implementation of workforce development programs that address local workforce and community needs help to support broader societal goals as well.
- Pennsylvania's workforce development system must work with employers and other stakeholders to connect young people with high-quality work-based learning opportunities, paid work experiences and career pathways.

Green Infrastructure and Land Stewardship

- Education and advocacy on the value and role of workforce development for green infrastructure in the community will be required to build support, and increase public investment educational elements.
- Financial support to invest in training and maintenance sustainable workforce models/frameworks may begin with describing the need to invest in these practices for the dual purpose of proper function of the model and need to clean local waterways or reduce local flooding.
- Many local governments have a need for a trained and skilled workforce to implement, operate, and maintain practices to reduce flooding and polluted runoff.
- Workforce training could be expanded to include design, construction, maintenance, and inspection; providing workers with expanded skills, knowledge, and higher earning potential.
- The need for workforce development in green infrastructure addresses both the aging demographic of the public works workforce and aging physical (drainage) infrastructure of urban cities.
- There is an opportunity to create a pipeline to green infrastructure jobs with youth ages 16-24.

Programming Expansion And Revenue Growth

- Local governments and communities have a growing need for a trained and skilled workforce to implement, operate, and maintain practices to reduce flooding and polluted runoff.
- The clean energy industry has been a growing source of jobs in Pennsylvania for several years prior, and the COVID-19 pandemic has created a backlog of clean energy projects, resulting in a need for more skilled workers to fulfill project demands.
- Dislocated workers represent a significant portion of the unemployed or underemployed workers. The U.S. department of Labor will heavily invest in this population through the Workforce Innovation and Opportunity Act (WIOA).
- There is an opportunity for programs that create a pipeline for dislocated workers to transition into the clean energy workforce. Individuals most negatively impacted by COVID-19, including hospitality, retail, and food service workers, may need more assistance navigating the educational and experience requirements of the clean energy workforce.
- Technology enhancement and investment is directly related to growth and sustainability of social enterprise organizations.

Market Analysis - Overall Insights

- Unemployment challenges and barriers have been exacerbated due to COVID-19.
- Programs need to directly address the intersectional barriers faced by different populations of job seekers.
- Dislocated Worker programs have been and will continue to receive significant investment.
- Cross-sector strategic partnerships with employers lead to better outcomes for workers.

- Aging infrastructure in urban communities provide a great opportunity but require advocacy, education, and partnership with local governments.
- Stable and consistent procurement of government contracts will be difficult but opportunities exist in co-creation and partnership to design and implement new programs.
- Workforce development programs that focus on green infrastructure and renewable energy address a need and area of opportunity for both employers and workers.
- Evaluation metrics and methods can be reexamined to approach evaluation from an equity-centered approach to ensure programs and services are actually addressing societal inequities and moving communities towards long-term change.

Strategic Recommendations

Below are recommendations for next steps based on the data and information collected, current sector trends and analysis, and assumptions for Landforce growth based on internal discussions and information shared by the leadership team. Because the workforce development landscape is so broad, Landforce leadership must refine goals and organizational priorities prior to diving deeper into strategic solutions and plans for growth. Organizational effectiveness, revenue generation, and program implementation should be prioritized.

- Determine long-term organizational goals and set priorities.
- Assess internal capacity. Determine the organizational structure and external support system necessary for growth.
- Assess and refine program model and services to meet the post COVID-19 needs of employers, interests of workers, and increase impact on communities.
- Develop and implement a marketing and communications strategy that aligns with and supports the strategic goals of the organization-- supporting recruiting efforts, alumni engagement, and client/contract acquisition.

- Implement a community engagement strategy that includes outreach methods for all stakeholders and strategic partners. Build a network of sustainable workforce development agencies, employers, communities, politicians, advocates, and partners.
- Increase revenue generation by focusing on strategic partnerships with employers in new areas of workforce development, providing education and educational resources, and developing replicable models.

About Dislocated Workers

Dislocated Worker is a specific area of focus in the workforce development sector. As a result of vast shifts across many industries, this category of worker has expanded due to the impact of COVID-19. There is an opportunity for Landforce to expand programs and earn additional revenue through designed or expanding programs to meet the needs of this population. Additional details below.

Dislocated Worker (Source: Dept. of Labor)

When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker program provides services to assist them in re-entering the workforce.

National Dislocated Worker Grants (DWGs) are discretionary grants awarded by the Secretary of Labor, under Section 170 of [Workforce Innovation and Opportunity Act \(WIOA\)](#). DWGs provide resources to states and other eligible applicants to respond to large, unexpected layoff events causing significant job losses. This funding is intended to temporarily expand capacity to serve dislocated workers, including military service members, and meet the increased demand for WIOA employment and training services, with a purpose to reemploy laid off workers and enhance their employability and earnings. Disaster DWGs provide funding to create temporary employment opportunities to assist with clean-up and recovery efforts, when an area impacted by disaster is declared eligible for public assistance by the Federal Emergency Management Agency or otherwise recognized by a federal agency with authority or jurisdiction over federal response to the emergency or disaster.

WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers. The U.S. Department of Labor (DOL), in coordination with federal partners the U.S. Departments of Education (ED) and Health and Human Services (HHS), collaborated to provide information and resources for States, local areas, nonprofits and other grantees, and other stakeholders to assist with WIOA enactment.

Recommended Strategic Priorities

Landforce Goals: Phase One → Increasing internal capacity and strengthen organizational effectiveness

1. Determine the organizational structure and external support system necessary for growth

- Review internal capacity: roles and responsibilities?
- What responsibilities can be added to current positions?
- What responsibilities can be supported by consultants?
- What new positions are essential for growth?

2. Increase revenue by expanding programs and services

- Assess (program audit) and refine program model and services to meet the post COVID-19 needs of employers, interests of workers, and increase impact on communities.
- Explore program benefits and offerings that can be expanded.

Questions to ponder:

- What does Landforce currently offer to Crew members that is not named or directly defined?
- What support/services does Landforce provide to clients or partners?
- What are the current areas of opportunity as defined by stakeholders
 - Mentoring
 - Activate Alumni Network

- Landforce job market - based on established relationships with employers

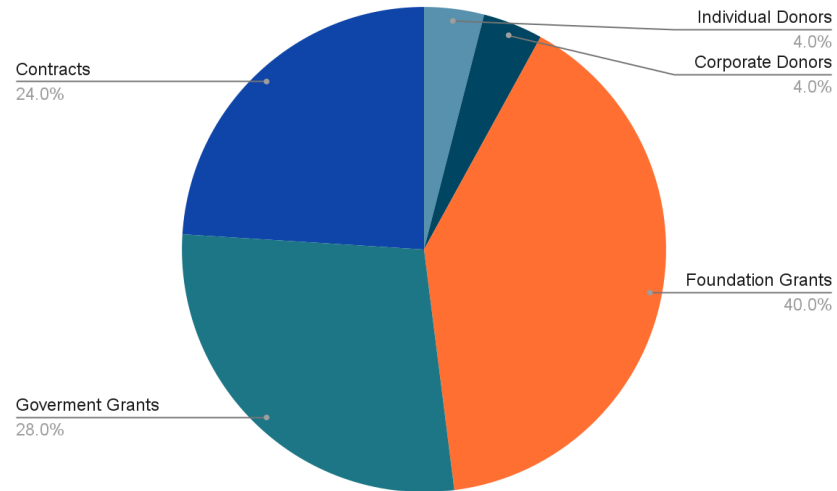
3. Implement a community engagement strategy that includes outreach methods for all stakeholders and strategic partners.

- Build a network of sustainable workforce development agencies, employers, communities, politicians, advocates, and partners.
- Develop and implement a marketing and communications strategy that aligns with and supports the strategic goals of the organization-- supporting recruiting efforts, alumni engagement, and client/contract acquisition.
- Increase donor base and donor revenues

Financials:

Phase One Financial Goal: \$250,000+

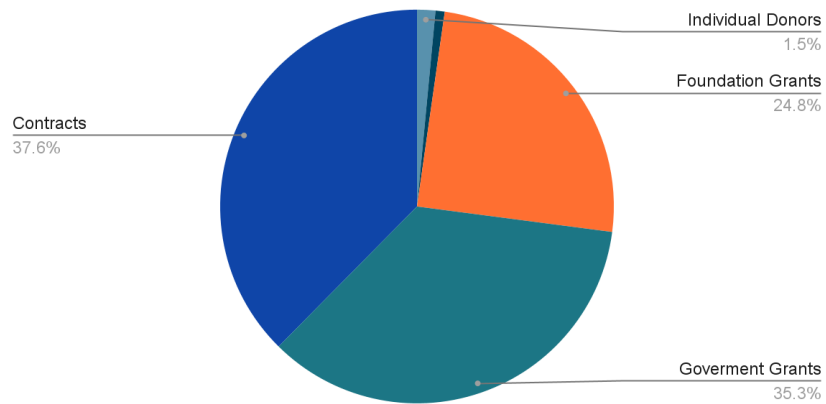
Example Revenue Model at \$1.25M



Current Revenue Model at \$995,000

Current Revenue Model

Annual Budget \$995,000



Prepared by Straight Forward Consulting Co.

Appendix C: Strategic Priorities

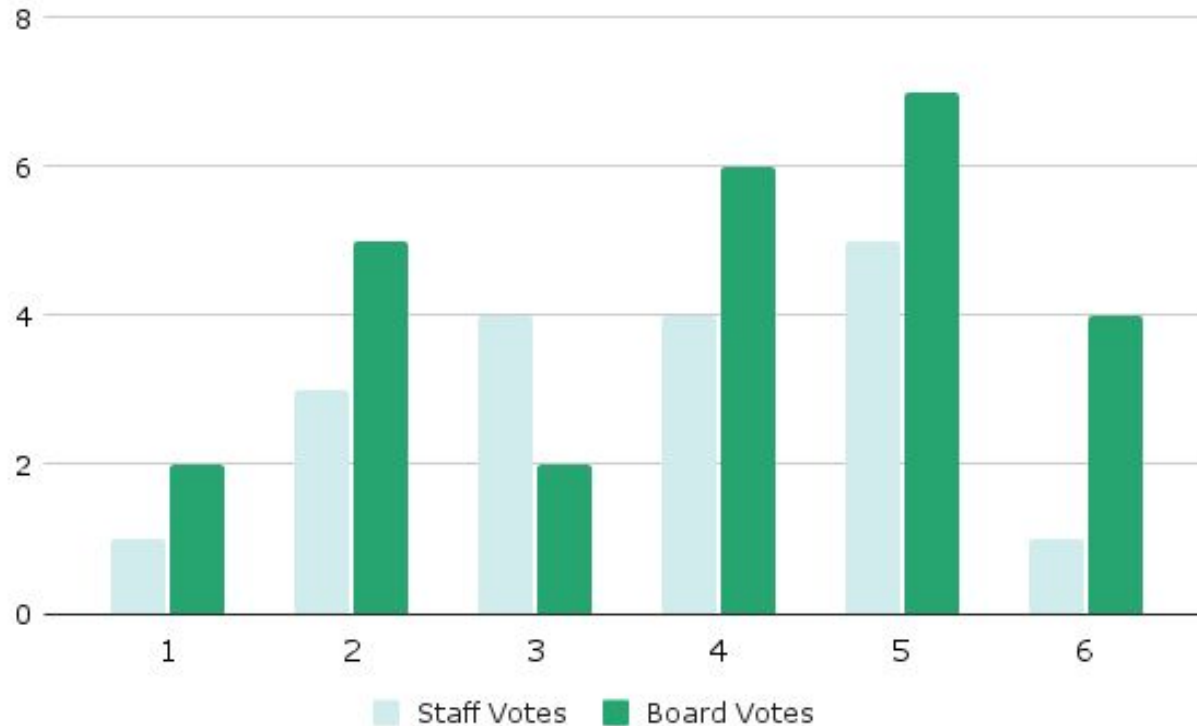
- Based on the inputs of research (resources, market) and the outputs of the interviews and survey, the team summarized THEMES and INSIGHTS
- These formed the basis of STRATEGIC RECOMMENDATIONS
- Those recommendations were shared with the committee to gather staff and board feedback regarding their PRIORITIES within the recommendations (via discussion/polling)

Strategic Recommendations

Recommendations were as follows (not in priority order):

1. Determine long-term organizational goals and set priorities.
2. Assess and refine program model and services to meet the post COVID-19 needs of employers, interests of workers, and increase impact on communities.
3. Develop and implement a marketing and communications strategy that aligns with and supports the strategic goals of the organization-- supporting recruiting efforts, alumni engagement, and client/contract acquisition.
4. Implement a community engagement strategy that includes outreach methods for all stakeholders and strategic partners. Build a network of sustainable workforce development agencies, employers, communities, politicians, advocates, and partners.
5. Increase revenue generation by focusing on strategic partnerships with employers in new areas of workforce development, providing education and educational resources, and developing replicable models.
6. Assess internal capacity. Determine the organizational structure and external support system necessary for growth.

Board and Staff Priorities



Comparing Priorities of Board and Staff

- There is strong agreement that increasing revenue generation with a focus on partnerships with employers in NEW areas of workforce development should be the top priority.
- There is also agreement between board and staff that an engagement strategy including outreach for all partners is a top priority.
- Board and staff both rate high the recommendation to redefine a program model that meets post-Covid needs of employers, the interests of employees, and that increases community impacts.

Comparing Priorities of Board and Staff (cont'd.)

- Neither rate determining long-term goals & priority-setting as high; in discussion, this was because it is believed that this planning process is accomplishing this activity.
- Two recommendations stand out as distinctly different in terms of importance between the board and staff. The staff places high importance (ranked 2nd) on a marketing & comms strategy. The board places higher importance (ranked 4th) on assessing internal capacity.
- QUESTION: Are these differences in priority significant?
- ANSWER: No! Makes sense.

Strategic Priorities and Initial Goals

- 1. Ensure programs and services fit with emerging opportunities and best support our people**
 - a. Goal: Evaluate existing and potential programs against strong market options
 - b. Goal: Center the people we serve and employ in all programs
- 2. Align partnerships with market segments and regional needs**
 - a. Goal: Strengthen and expand recruiting and employer partnerships to meet market signals
 - b. Goal: Evaluate and maximize co-benefits from collaborative efforts
- 3. Tell the Landforce story and our impacts on the community**
 - a. Goal: Create and implement a communications strategy
- 4. Advance better policies for the people we serve and the environment we support**
 - a. Goal: Develop and enact a community engagement and advocacy strategy
 - b. Goal: Align educational resources with strategies
- 5. Build organizational structure to support growth and continuous assessment**
 - a. Goal: Assess operational and programmatic capacity and gaps
 - b. Goal: Develop five-year resource plan
 - c. Goal: Establish key performance indicators for all areas
- 6. Diversify funding streams and achieve financial sustainability**
 - a. Goal: Develop and execute sustainable funding plan including earned revenue, and institutional and individual giving
 - b. Goal: Increase annual operating reserve

Assumptions/Feedback

1. Landforce wants to continue annual revenue growth for the foreseeable future- up to 50% budget growth between 2021-2026
2. Annual revenue goals should be determined by desired programmatic and operational needs
3. Landforce wants to increase revenues across all sources, and better understand which sources best match which program areas (ex. Contract revenue can fully underwrite Crew costs)
4. Environmental and community impacts are likely to be amplified through collaborative efforts and collective action: focus on Landforce's unique, core strengths and partner to extend influence

[illegible]

[illegible]

[illegible]

[illegible]