

## **Ted Dahlstrom**

### **Communication Plan Executive Summary writing sample**

Subject: Executive summary for a strategic communication plan developed for the Refugee Women's Alliance (ReWA)

#### **Background**

The Refugee Women's Alliance (ReWA) is a Seattle-based organization dedicated to helping immigrants adapt and thrive in King County. In 2008, ReWA created the Childcare Training Program, an 11-week course designed to prepare eligible refugee and immigrants for immediate employment in the child care field. The program, paid for by grants and of no cost to students, includes extensive in-class instruction along with an off-site internship at a licensed childcare center. Participants also receive training in job readiness and basic computer skills, and participate in pre-employment ESL classes.

Additionally, participants are eligible to receive: 1) child care assistance; 2) assistance with transportation, job interviews, and job placement follow up; 3) information and referral to community services; 4) assistance with accessing post-placement upgrade training; and 5) career counseling and job advancement strategies. Graduates of the Childcare Training Program receive a STARS Basic Childcare Training Certificate. The STARS certificate is required in order to work in a licensed childcare center in Washington state.

The Childcare Training Program is offered three times a year and has an enrollment cap of 25 people. Almost everyone who stays in the program past the third week goes on to gain certification. Case managers and instructors help participants find a job in the child care field as part of the program, and over **50 percent** of those who complete the program are hired by a licensed child care provider within three months. In order to qualify for the program, applicants must be proficient in English, testing at ESL Level 2 and above; receive DSHS cash assistance (TANF) or Federal Food Program; and also have legal immigration status.

#### **Problem Identification**

While the program is successful, the most recent quarter was the first time that the class was totally full. Currently there is no communications strategy in place to promote the program, which means that key publics are only aware of it by word of mouth. By increasing awareness of the program among immigrant communities throughout King County, ReWA will be able to find many more qualified participants and grow the program by potentially adding a fourth yearly class.

#### **Goals**

- Increase awareness of the program among immigrant groups and possible donors throughout King County
- Receive \$37-43k from grant-funding organizations such as the United Way in order to expand the program to four classes per year, up from current schedule of three classes per year

## SWOT

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>--Very successful; most participants complete the program and 50 percent get a job within 3 months of graduation</li> <li>--No cost to the participant and they also receive many useful services; potentially life-changing for them</li> <li>--STAR certification is the first step and required for child care employment in WA; food handling and CPR basics included in training</li> <li>--Life skills training to provide basic tools for career development in child care</li> <li>--Cultural orientation skills</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>--Not enough funding to expand the program beyond 3 classes/only 75 people can enroll per year; not scalable</li> <li>--Have to apply for grant funding every year in order to create more classes</li> <li>--Lots of people in and out of ReWA; program continuity may be difficult</li> <li>--Funding limitations; private funds not available for this program</li> <li>--Only for immigrants/refugees (does not include low-income)</li> <li>--No child care benefits for participants unless they're enrolled in TANF</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>--Potential to grow the program</li> <li>--More interest in program once immigrant community outreach campaign is implemented</li> <li>--Helps increase diversity in King County and decreases reliance on government programs by employing legal immigrants</li> <li>--Increased interest could secure additional funding</li> <li>--Cultural integration a positive for the community</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>--Funding may not be available to expand the program; a cut in funding could result in a cut in classes</li> <li>--Grants are unreliable source of funding; program may not survive long-term</li> <li>--Placement rate could decrease, which would reduce program credibility</li> <li>--Someone from the program could behave poorly, which would reduce program credibility</li> </ul>

## Core Message

- Great program that provides on-the-job training to qualify as a STAR-certified childcare professional in Washington state
- STAR certificate, a requirement for child care-related employment in Washington
- Placement Rate of over 50 percent three months after graduation
- Job readiness training
- Well-rounded curriculum, including ESL, computer skills, and life skills training
- Hands-on internship experience
- Employment assistance provided by job counselors and instructors

## Key Publics

Priority	Key Public	Concerns	Key Messages
1	Potential Candidate	Good training to find gainful employment	--Skills --Establishing Career path --Reputable certificate --Living wages --Placement Rates
2	Childcare Centers	Source of Good interns & potential employees: --Will need assurance that background checks are completed --Reputation --Want to make sure that parents are happy	--Program delivers trained childcare workers to meet your needs --Contributing to the community by providing on the job training opportunities & also hiring them --Labor at no cost --Thoroughly vetted candidates
3	Partners, Affiliates, Churches	That the people they recommend attend this class are well cared for- i.e. receive good training and find gainful employment	--Job opportunities for the community --Job readiness training- well rounded training that includes ESL, computer skills, life skills Reputed training provider --STAR certificate --Placement Rates
4	Donors, General Public	Their dollars are put to good use. Donate to the cause	--Community Involvement --Placement Rate --Vendor for the government
5	Parents	Good childcare from certified professionals. Want to make sure that their children are well cared for.	--Thoroughly vetted candidates --Providing opportunities for others in the community --Well supervised staff