

Forming A Regional Collaborative

Organizing and Launching

stage I phase 1 | PLANNING

This phase requires active civic leadership from philanthropies, local governments, elected officials, business, education and non-profit leaders.

A. Marketing/Feasibility Assessment

- Convene interested funders and/or sponsors
- Organize funder briefings to explain the Workforce Partnership approach and the value of a Funding Collaborative (See: Why Collaborate?)
- Facilitate peer-to-peer networking on workforce and economic competitiveness

- Analyze key regional industries and workforce system capacity to determine priorities for investment
- Develop long-term budget goals and seek financial commitments from public and philanthropic sources

B. Design Phase

- Engage local governments, employers, foundations and other civic leaders to bring visibility, clout and financial resources to the effort
- Develop a shared strategic vision that aligns the workforce system resources to meet the needs of low-skilled adults and employers
- Set outcome goals for individuals, employers and the workforce development system (See: National Network Goals)

C. Investment Strategy

- The planning committee develops an investment strategy to implement its strategic vision
- The Investment Strategy allocates resources from multiple sources to:
 - *Strengthen and seed workforce partnerships that provide career advancement services to meet the needs of employers and low-skilled adults*
 - *Build the capacity of the workforce and education systems*
 - *Advocate for local and state policies that strengthen workforce partnerships and career advancement for low-skilled adults*
 - *Evaluate and manage the local initiative*

NFWS support in Phase 1

- Technical Assistance
- Peer Learning Opportunities
- Planning Tools
- Research
- Messaging

Shared Strategic Vision

stage I phase 2 | PLANNING

Now Share the Vision & Strategy

A. Governance

- Organize the funding collaborative governing committee
 - *Include representatives of each contributing funding organization*
- Develop grant management plan for pooled or aligned funds
 - *Select a fiscal agent*
 - *Organize committee and oversight structure*
- Agree on a decision-making process for investment priorities and grant-making
- Develop and participate in determining the use of investments
- Collaborate with local WIBs, public officials, labor unions, community colleges, employer associations and employers from targeted industry sectors
- Operate with speed and flexibility

B. Administration

- Staff the Workforce Collaborative
 - *Hire Director to support the funding group and implement the strategic plan*
 - *Help plan and coordinate meetings*
 - *Manage grant portfolio*
 - *Carry out financial recordkeeping*
 - *Develop and evaluate proposals*
 - *Support grantees*
 - *Provide and contract for research*
 - *Propose marketing strategy*
- *Fund one or more experienced consultants for strategic advice and to assist the Director in carrying out the strategic plan*

NFWS support in Phase 2

- Funding for 3 to 5 years [A \$4 local-to-\$1 national ratio]
- National Recognition and Status
- Continued Technical Assistance Resources
- Peer Learning
- Community of Practice for Workforce Partnership Grantees
- Policy Advocacy
- Research and Documentation
- Special Project Funds
- Evaluation

Scale and Sustain Workforce Partnerships

stage II | IMPLEMENTATION

A. Grants to Workforce Partnerships

- Fund core functions
- Resources to fund direct services

B. Policy Advocacy

- Address barriers to career advancement, workforce partnership management, employer engagement
 - *Legislative or Regulatory*
 - *Local, State, Federal*
 - *Employer and service provider practice*
 - *Grassroots organizing of multiple stakeholders*
 - *Messaging and constituency building*

C. Capacity Building

- Provide professional development
- Provide organizational development
- Seed and develop new programs

Key Functions of Workforce Partnerships

- Aggregate the needs of businesses looking for qualified workers
- Understand the needs of low-skilled adults looking to advance their careers
- Convene relevant partners—multiple institutions to collaborate on service design and delivery
- Align resources and funding streams to meet employer and low-skilled adults needs
- Provide or broker services that help workers gain access to economic opportunity and advancement
- Engage employers as partners in reducing turnover and increasing economic mobility of low-skilled adults
- Test and adopt innovative approaches to workforce problems
- Encourage improvements in workforce systems and business human resource practices

Impact

stage III | OUTCOMES

Stage II and Stage III are closed sustainable systems that inform and expand within communities

1. Workers progress to jobs that are well paying and family supporting
2. Communities expand their mid-skilled workforce base
3. Regions increase economic competitiveness
4. Business obtains the workforce it needs
5. Workforce funders are more collaborative and strategic in investing their resources
6. Workforce development services are better aligned and coordinated

NATIONAL NETWORK GOALS

1. **Enable 50,000+ individuals** to get family supporting jobs and/or advance in their careers
2. **Support 1,000+ businesses** to improve their success in recruiting, training, retaining and advancing low-skilled employees to mid-skilled jobs
3. **Help 40 metro and rural regions** in the U.S. expand and improve the efficiency of workforce development at a lower cost and with sustainable funding

Who Collaborates?

Private Sector

- Employers
- Industry/Trade Associations
- Individual Donors
- Chambers of Commerce

Foundations

- Community
- Regional
- Neighborhood
- Family
- Corporate
- United Way

Public

- Workforce Investment Boards
- Economic Development Agencies
- “Adult Basic Education”
- Community Colleges
- Four Year Colleges
- State and Local Governments
- Departments of Corrections
- Vocational Rehabilitation
- “TANF” Agencies

NFWS support in Phase 1

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National + Community Investor Partnerships to Address Community Workforce NEEDS for

1. **Family Self-Sufficiency:** Jobs that pay family supporting wages
2. **Globalization Responses:** Regional Economic Competitiveness
3. **Talent Development:** “Grow our own” for local/regional employers

National Investors

Annie E. Casey Foundation

Ford Foundation

Hitachi Foundation

John S. and James L. Knight Foundation

Harry and Jeanette Weinberg Foundation

Microsoft Corporation

U.S. Department of Labor, Employment and Training Administration

National Partner

Jobs for the Future

 National Fund for Workforce Solutions

www.nfwsolutions.org



COUNCIL on FOUNDATIONS

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Developing Funding Collaboratives to Support Workforce Partnerships



National Fund for
 Workforce Solutions