

# **Examples of Gold Standard Workforce Development Partnerships**

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**BGCC**  
**Business Government Community Connections**  
**Annie Laurie Armstrong**  
**22 West Armour Street, Seattle, WA 98119**  
**(206) 619-0808**  
**Bgcc1@comcast.net**  
**<https://bgccseattle.wordpress.com/>**

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# Examples of Gold Standard Workforce Development Partnerships

## 1. Introduction

Workforce Snohomish, a local workforce development board (WDB) located in Everett, Washington, is getting ready to launch a renewed focus on Snohomish County's ambitious Blueprint Strategic Planning and Implementation process.

Workforce Snohomish was a founding member in Snohomish County's pioneering efforts to design services that address the needs of local targeted industry sectors through the Snohomish County Blueprint Partnership. The Partnership, formed in 2003 and active through 2015, was comprised of representatives from Snohomish County Government; the local economic development council; the local workforce development council; every public K-20 educational institution operating in Snohomish County as well as a private industry educational organization; and an aerospace industry association. The initial charge of the Partnership was threefold:

1. Lay the groundwork for the development of plans and programs supporting targeted sectors through the efficient and cost-effective use of federal, state, and local resources;
2. Make the case that Snohomish County is a region for the development of the sectors; and
3. Provide a framework for action steps and further discussion with other stakeholders and partners.

These principles continued to guide local integrated education, economic, and workforce development efforts throughout the Partnership's history. From the outset, the Partnership has collaborated with regional partners including the local economic and workforce development councils in neighboring counties in the Central Puget Sound Economic Development District supported by the Puget Sound Regional Council. These local planning efforts yielded impressive results that benefited both local and regional economies as documented in an independent impact study conducted following the Partnership's first decade of operation. As noted in the study, "*The Snohomish County Blueprint Ten-Year Impact Study* was commissioned to evaluate the efficacy of Blueprint Partnership efforts and products, detail the impact of the Blueprint Partnership over the past decade (2003-2013), and pave the way for continuous improvement over the next decade. The Blueprint Impact Study marks a shift from collecting inputs and testimonials to reporting outcomes and demonstrating collective impact."

The study included primary data collected from the CEOs and Human Resource Directors of 30 firms across the industry sectors targeted for economic and workforce development by the Partnership. Key findings included:

- In 2010, firms from industry sectors supported by the Blueprint Partnership were recovering from the Great Recession and needed more skilled workers.

- Employers believed that the Partnership was helpful in developing a skilled workforce to meet their needs.

Additionally, 30 partner entities were interviewed and results tabulated into the following key findings:

- More than half of the partners interviewed used the Blueprint Partnership framework and data to guide decisions regarding the attraction and allocation of resources.
- Increased communication and awareness could enhance the efforts of the Partnership and utilization of its products.

Finally, 30 students in partner programs were interviewed. The key findings from these interviews were:

- Students gained skills, credentials and degrees in Blueprint industry sectors as a result of programs created through the Partnership.
- Students were entering employment, being retained and promoted.

This primary research was complemented with secondary research which found:

- Blueprint partners attracted and aligned an additional \$70,371,137 to Snohomish County in the decade from 2003-2013 to launch training in targeted industry sectors and associated clusters. Had the partners not aligned efforts and written successful, competitive grant applications, these funds would not have come to Snohomish County or the Puget Sound Region.
- A sample of student data from key programs found that 5,558 students were enrolled, 3,825 completed training, 3,869 certificates were awarded, and 2,198 were placed into employment at an average hourly wage of \$15.40 as a result of participation in high wage/high demand industry training programs that were developed with funds attracted to Snohomish County by partners.
- The Partnership attracted, retained, or expanded 20 firms that brought 2,062 jobs in targeted industry sectors to Snohomish County.
- Additionally, there were 596 new start-up small businesses that retained 239 jobs, created 251 more, and attracted \$10,183,758 in capital investment.
- Seven school districts and the Sno-Isle Tech Skills Center, all of which were Blueprint partners, launched, updated, and expanded 194 career pathway technical education programs across the range of targeted industry sectors over the first ten years of the Partnership.

The Partnership was also instrumental in obtaining Community Economic Revitalization Board funds that attracted hundreds of jobs to Paine Field and creating two Innovation Partnership Zones (IPZs) in Snohomish County. In addition, the Partnership had oversight responsibilities for one of these IPZs, the Aerospace Convergence Zone. Snohomish County Government was so committed to the continued development of the aerospace sector that it provided a site and facility for the creation of the Washington Aerospace Training Center that is still providing skilled aerospace workers to industry businesses throughout Washington State and has supported

the development of numerous centers of excellence and educational consortia throughout the region, state, and nation.

Economic Alliance Snohomish County, the local economic development council and another founding Snohomish County Blueprint partner, has been instrumental in launching the Snohomish STEM Network; supporting the Everett Community College Advanced Manufacturing Training & Education Center and the expansion of Edmonds Community College materials science technology programs; partnering with the Washington Military Alliance to procure a major U.S. Department of Defense grant; and was instrumental in local successful efforts to attract The Boeing Company's 777X and 787 plants. With State approval, the Snohomish County Blueprint Partnership expanded the Aerospace Convergence Zone to include communities in North Snohomish County in response to the tremendous growth in the aerospace industry. The Snohomish County Council also approved Manufacturing Innovation Corridor designation for Arlington/Marysville to meet the growing needs of advanced manufacturing throughout Snohomish County.

The work to re-establish the Snohomish County Blueprint Partnership will entail meeting with multiple constituencies to identify their sector pathway building aims and capacities focusing on the industry sectors targeted for attraction, retention, and expansion under the Snohomish County Executive's Economic Development Initiative. This effort will expand upon the state-required Workforce Innovation and Opportunity Act (WIOA) strategic planning efforts and include in-depth cross system strategizing about sector pathway priorities, resources, and gaps. These activities will provide the information necessary for Workforce Snohomish to prioritize their efforts to leverage and align sector pathway resources.

In advance of this planning effort, Snohomish County Government and the Workforce Snohomish Board thought it would be useful to learn more about high-performing workforce development partnerships that operate in other areas of the country. They sought to identify how these "gold standard" partnerships:

- Develop inter-agency governance structures with an identified backbone/convener organization to increase connections with economic development partners to create a shared vision and regional strategy;
- Promote open communication among local and regional workforce, education, economic development, community development, and human development partners to create a shared vision and regional strategy;
- Develop and implement a brand and communications plan for the partnerships;
- Create measurable goals and objectives with a data-gathering and review process;
- Focus on the education, workforce, economic, community, and human development interests of communities;
- Implement career pathways and other strategies to fulfill the employment and economic needs of the community; and

- Increase efforts to invest in targeted industry sectors that drive the economy.

A Seattle-based workforce development consulting firm, Business Government Community Connections, was hired to conduct this review. The balance of this report is organized in the following manner.

**Section 2: Study Methods** summarizes the methodology used to identify gold standard partnership partnerships.

**Section 3: Assumptions Driving the Work of Gold Standard Workforce Development Partnerships:** describes the key tenets which inform the sector pathway development work of cross-site partners.

**Section 4 Gold Standard Workforce Development Partnership Descriptions** present a brief overview of the background, implementation approaches, and intended results of different gold standard sites.

**Section 5: Observations** provides an analysis of the studies included in Section 4 and affirms the assumptions identifies in Section 2.

**Section 6:Next Steps** presents next step recommendations for Workforce Snohomish to consider based on interview results.

**Attachment 1** Provides a chart of the characteristics of gold standard sites.

**Attachment 2** Lists the key respondents who were instrumental in selecting and/or describing the work of gold standard sites.

## 2. Study Methods

In order to select which partnerships to showcase and incorporate into this report, the following steps were taken:

**Step 1:** Representatives of the United States Department of Labor, Jobs for the Future, Corporation for a Skilled Workforce, Annie E. Casey Foundation, National Fund for Workforce Solutions, and other national workforce organizations were asked to recommend high-performing industry partnerships. Their responses were tallied and the seven most frequently mentioned partnerships were identified for further review. *Notably, there was a high level of consensus among the key respondents.*

**Step 2:** In-person and/or telephone interviews were conducted with lead staff and/or consultants who were integral partners in the sector pathway efforts of the selected sites. In addition, the Consultant attended one in-person presentation about one of the selected sites. Supplementary materials were also reviewed, including evaluation reports, site web pages, newspaper articles, Twitter feeds, and blogs to form a more robust understanding of site strategies.

**Step 3:** Interview responses were codified and sorted to identify common themes and cross-site approaches to sector pathway planning, implementation, and results and to develop brief site specific profiles.

**Step 4:** Next step recommendations were developed, drawing upon the experiences and observations of key respondents.

### **3. Assumptions Driving the Work of Gold Standard Workforce Development Partnerships**

The main assumptions driving the work of the gold standard partnerships follow:

- **Sector pathway planning efforts need to be data-driven.** Examples of labor market data used by different sites include employment and wage trends; industry snapshots and forecasts which report historical, current and future trends; cost of living data; documentation of education and hiring requirements required for the fastest growing occupations; and level of competition for jobs which employ lower wage workers. Examples of important community-level data to collect and analyze include population growth; commuting patterns; and high school graduation rates. Examples of economic-development data to collect include information about business hiring needs, hiring practices, and worker demographics.
- **Sector pathway data needs to be shared and collectively owned by K-12, higher education, and workforce partners.** K-12 and institutions of higher education need to offer and promote educational opportunities that align with labor market demands and produce graduates who have a deep awareness of the labor market and the skills and qualifications that employers need. The ongoing, just-in-time engagement with employers is necessary to collect the types of data needed to inform workforce development, and to align the curricula of colleges and marketing and messages of workforce and college partners to job seekers and students engaged in these systems. When the information being shared with the workers of tomorrow is up to date, the economic health of regions will be stronger. Using real-time Labor Market Intelligence (LMI) is essential and often includes analysis of job postings and resumes coupled with structured conversations with employers. These efforts are essential to identify niche markets and information about emerging opportunities in their workplace. This information is vital and informs changes in skill requirements, layoffs, new certifications, and different marketing methods by K-12, higher education, and workforce partners. Structured processes for workforce and college partners need to be in place so that they co-own the region's labor market story, share this with members of the K-12 system and jobseekers, and promote readiness through their integrated system-building efforts.
- **Sector pathway strategies need to begin in the K-12 system and include measurable and connected activities to achieve measurable progress and scale.** Career readiness pathways to ensure that youth are aware of their career options are essential to create the talent pipelines companies require to thrive as are numerous work-based learning opportunities to connect employers to low-income and ethnically diverse youth.

- **Sector pathways need to incorporate partnerships necessary to leverage cross-system resources.** In addition to the investment of WIOA funds by the local workforce development board, partnerships need to include community and governmental programs such as HeadStart, Housing, Behavioral Health, including Mental Health and Substance Use Disorder prevention and treatment, veterans services, and Juvenile and Adult Corrections. These programs often provide advocacy/navigation/coaching for persons engaged in sector pathways programs as well as financial supportive services and referral and retention services.

- **Sector pathway planning and implementation efforts may be more robust when they are guided by intermediary-level governance boards.** The membership of the governance bodies studied varies. Many include funders and key decision makers, such as C-Suite executives and/or their designees, college presidents, K-12 Superintendents, the workforce development board Executive Director, and leaders

from human services, economic development, and faith-based communities. Intermediary level-bodies are well-positioned to provide guidance and advice to the WIOA-required local workforce development board, and act as champions and policy advocates on a regional and state level for sector pathway planning and resource development. They are not competitors of the WDBs; rather they are partners, supporters and advisors. In locations where there is no intermediary level board, the local WDB needs to be seen as an integral and responsive partner, change agent, and convener of such efforts.

- **Sector pathways need to lead to the skills required by industry, industry-recognized post-secondary credentials, and living-wage jobs.** The pathways need to include opportunities for job seekers to simultaneously receive basic skills instruction contextualized to industry sectors. They also need to be industry driven and to take into account the customized learning needs of the populations targeted for services. In

A review of the sector partnerships supported by the gold standard bodies studied here reveals that many combine the economic development concept of “cluster ecosystems” that address the comprehensive needs of industry with the workforce development sector pathways model that addresses specific industry needs. Their industry partnership work often included activities to:

- Share information, challenges, and emerging ideas common to industry clusters;
- Identify the shared competitiveness needs of multiple businesses by looking at their workforce training needs, closing skills gap, addressing supply chain needs, on-boarding education and training, and considering expansion and relocation needs;
- Facilitate economies of scale by aggregating workforce, education, and economic needs of employers;
- Assist education and training institutions to align curriculum and programs to industry demand;
- Assist companies to address human resource challenges and examine issues such as employee recruitment and retention, retraining of incumbent workers, and efforts to foster on-job-training and on-the job-learning; and
- Develop and strengthen work-based learning, apprenticeship, pre-apprenticeship, and internships and summer jobs, focusing on those activities that connect directly to postsecondary education, apprenticeships, and/or employment.

addition, they need to incorporate the instruction necessary for sector pathway participants to develop core transferable skills, thus increasing their ability to transition across pathways. The creation of a ready job pool may also be defined, in part, as preparing an agile job pool.

- **Sector pathways need to be built in partnership with business, labor, and industry partners.** Employer engagement is critical. Key strategies driving employer investments include demonstrating the benefits of improving job quality; upskilling; career advancement; and strategically timing workforce development interventions which support the region's economic development and community development opportunities.
- **Sector pathways need to emphasize high quality jobs and broad access for a diversity of businesses and workers.** Against this backdrop the assumptions driving the sector pathway work are that a robust labor market leads to full employment, skill use and a living wage, contributing to independence and increases in social determinants of health, resulting in an increase in consumer demand and a growing economy.

## 4. Gold Standard Workforce Development Partnership Descriptions

### Chicagoland Workforce Funders Alliance - Chicago

#### Background

Chicagoland Workforce Funders Alliance (CWFA) is a workforce funder collaborative. CWFA is dedicated to increasing employment, earnings and racial equity for underprepared workers in the Chicago region. The CWFA Board is comprised of private funders whose interests range from economic growth and community development to social justice and community organizing. Funders often have different priorities, making it possible to take on many different types of efforts, though together they aim to achieve some level of critical mass with their joint investments. CWFA is supported in many ways by the Chicago Trust Foundation, a community foundation.

Their work focuses heavily on investing in strategies which promote system change and specifically a career pathway system which fosters equitable opportunity for all residents. Since its formation in 2012, the Funders Alliance has engaged local, regional and national funders to pool resources and support Chicago workers and businesses.

Norms and relationships help the funders work together. Their shared aims include: wanting employers to invest more, a desire to improve the workforce system, and commitment to increase access to quality jobs. Equity and inclusion are important and integral features of the CWFA funder's strategic plan. These include creating career pathways that have multiple benefits across different service systems. For example, they are investing in health care pathways as a way to diversify the workforce, and benefit health care consumers as they may be more likely to utilize health care if they identify with the medical care staff.

#### Approach

CWFA is structured as a donor-advised fund at the region's community foundation; funders giving to the collaborative at or above a threshold (\$10,000 per year) become the "advisors" to the fund and effectively the CWFA board (which is called a Management Committee). Each funder designates a delegate to attend board meetings, where technically majority rules, although in practice all decisions are made by consensus. No one funder monopolizes the partnership. Most funds go to system change efforts and some fund direct services when they are seen as a means to an end, such as piloting a new service model. Some funders, in their main portfolio, are only permitted to fund certain strategies i.e. policy or direct service, that affect the workforce system. By joining the Alliance they are able to diversify the strategies they support and build a broader body of work.

Employer, workforce and community partners are always striving to find ways to coordinate their efforts, rather than compete. The time and cost benefits associated with shared research, shared campaigns and shared advocacy are significant. "As a funder's collaborative," Matt Bruce, Executive Director of the Chicagoland Workforce Funders Alliance said, "We are very sensitive about not taking away from the work on the ground. The funds we raise are private and not public."

CWFA works closely with the Chicago Cook Workforce Partnership (local Workforce Investment Board). The size, funding, political importance, connections to both city and county partnerships, and “thought” partnerships were all cited as reasons for this deep partnership. Mr. Bruce noted, “The Partnership staff often sees things from a system lens, which is where we try to focus. Also, some of their staff has a great deal of experience. They know what strategies have been tried before, and what they learned from these efforts. We all benefit from their expertise.” He also reported that, “We are about to do a local Sector Skills Academy with Aspen Institute. Chicago Jobs Council will be the lead partner. Before we started this work CWFA went to the Chicago Cook Workforce Partnership to make sure that we had buy-in. They have a representative on the Sector Academy Advisory Council. This entity decides who gets into Sector Academy cohorts.” In addition, CWFA is also working with the Partnership and many other stakeholders to open apprenticeship pathways into the building trades for adults, with a particular focus on young adults. This partnership will include improvements in data collection capability and in coordinating leadership from construction buyers.

## Results

Mr. Bruce described the benefits of engaging cross system partners, noting that each constituency has different values and priorities. At the same time he noted how work in any one of these systems, may have far reaching benefits in another and in the local economy. Mr. Bruce said, “Workforce development is at its core community development because when a community develops a stronger workforce it develops the capacity to invest in itself which can create a positive cycle of growth.”

CWFA’s work reveals that the benefits of a funder’s alliance include the ability to move funding quickly, think fast and be forward thinking. Also, their work is well-positioned to get employers to talk to each other, and review the impact of their policies and procedures on potential job seekers and their own institutions. For example, they are striving to influence policy changes in local hospitals hiring policies and practices. CWFA has also supported in partnership with other advocates state “policy wins,” including the Responsible Job Creation Act which improves standards in the temporary labor industry.

Employer feedback in CWFA partnerships and promotional materials reveal that CWFA is “the place to go to have conversations about workforce in the region.” For example, CWFA has helped manufacturing employers look at the public workforce system for solutions, and make changes necessary to improve job quality for employees. Their investments are leading to improved career pathways in manufacturing, health care, construction, information technology and financial services.

## The Southwest Ohio Region Workforce Investment Board - Cincinnati

### Background

The Southwest Ohio Region Workforce Investment Board (SWORWIB) is a 501 (c)(3) Ohio chartered non-profit organization. SWORWIB's vision is *to lead the way in public workforce innovation, providing outstanding services to our diverse customer base, community and region.* The President and CEO, Sherry Kelley Marshall explains, "As a Workforce Board, we have to stand back and ask, if we don't bring diverse groups of people to work on workforce solutions, who will?" She noted the power of aligning priorities with others, stating, "I can't imagine as Workforce Board Executive that the sector priorities we have would differ from the city or county. That is because we are all partners. We meet frequently to align and talk about our economic development priorities and we take our priorities together to state agencies like the Office of Workforce Transformation, JobsOhio, and the Department of Job and Family Services to advocate for resources."

Marshall also identified the need to work with partners who have different skill sets and represent different vantage points. "We include faith-based organizations on our board as we believe they have a role in helping to identify potential workers and in helping people overcome challenges after trauma. Their own constituents and all of us benefit from their expertise."

Marshall has been, and continues to be, a strong advocate for innovation, saying, "In workforce, it seems that there are two types of Workforce Boards. Those who believe we are change agents responsible to serve as many as we can and those who are more attentive on compliance and keeping their jobs."

### Approach

SWORWIB is part of the state of Ohio's efforts to implement the Comprehensive Case Management and Employment (CCMEP). A bill, signed by Governor Kasich in 2015, set out to transform the network of human service and workforce programs by integrating components of the Temporary Assistance for Needy Families (TANF) program with the WIOA youth employment program to create a better coordinated, person-centered case management system with the goal of employment. The idea was that CCMEP would leverage the benefits of both the workforce and human service agencies systems. Each board of county commissioners was required to designate a single lead agency to administer the program and meet state-established performance goals. This effort required that the county department of job and family services, the workforce development agency and the local workforce board jointly develop processes of client referral, cross training and community outreach efforts. Lead agencies are also required to co-locate employment, training and supportive services at sites accessible to participants, ages 16-24, and to link to the OhioMeansJobs Center (Ohio's one-stop center system). Now, this approach is under consideration at the federal level as part of the reauthorization of TANF.

Examples SWORWIB's sectoral work follow:

- SWORWIB is known nationally to be a successful implementer and national trainer for its Health Careers Pathways Collaboration, manufacturing, construction, information

technology and other career pathway work. An example of a partnership they forged with the International Brotherhood of Electrical Workers (IBEW) and National Electrical Contractors Association (NECA) illustrates their partnership model. A member of the SWORWIB Board, Chris Fridel, who is the Assistant Director of the IBEW-NECA Training Center, had heard Ms. Kelley Marshall talk about the National Career Readiness Credential (NCRC) and advocate for its use relative to key workforce skills – like math, reading and locating information. She had encouraged union training groups to consider the NCRC as a different math test and readiness assessment that could potentially unlock more doors to apprenticeships. Mr. Fridel talked with Ms. Kelley Marshall about the ACT WorkKeys® National Career Readiness Certificate (NCRC) and the classroom training the NCRC offers through KeyTrain - on line testing practice for applicants who need additional assistance. The IBEW-NECA Training Center approved the ACT WorkKeys® NCRC test as a viable alternative to the IBEW-NECA Aptitude Test. Fridel reached out to find out how the IBEW-NECA Training Center could embrace the NCRC program and was reminded of another SWORWIB Board member, Roberta Thomas, with the Ohio ASPIRE (known elsewhere as ABLE) program run by the Cincinnati Public Schools (CPS). Testing services were not unnecessarily duplicated as ASPIRE was already training residents who were preparing for the NCRC. In addition, arrangements were made for the NCRC testing to occur at CPS centers around the community that also collaborate with the SWORWIB and the OhioMeansJobs Center (OMJ). In many cases, the cost of assessments was coverable by WIOA funds and/or CCMEP funds and sometimes these costs were paid for under SWORWIB's apprenticeship policies. Through the specific apprenticeship policy and other supportive services policies, the OMJ also provided support for contractors by helping them to qualify workers by providing assistance with drivers' licenses and identification cards, drug testing, and interest screening.

## **Results**

SWORWIB's results include implementing effective strategies to build a skilled workforce. Their work is informed by their deep and broad-based understanding of the labor market, resources, tools, and supports that employers and job seekers need bolstered by an extensive network of partners. In the above IBEW story, Mr. Fridel reported that, "Each of us – the IBEW Local 212, the electrical contractors, our Training Center, SWORWIB, ASPIRE and OMJ – play a huge role in the health of this region. The collective impact is like a symphony."

## Mayor's Workforce Development Board - Detroit

### Background

The Corporation for a Skilled Workforce (CSW) released a detailed system mapping report about Detroit in 2015. The study, developed as part of the JP Morgan Chase \$100 million commitment to the city of Detroit, produced a wealth of information about Detroit's resident labor pool and industry mix and the skills needed to promote the city's economic recovery. Soon after, CSW issued a second report on the workforce system and infrastructure. Policymakers, employers and civic leaders used this information to inform their priorities for where and how workforce system changes and actions were most needed.

Since then a lot of great things have happened, due to the work of many different entities working together to "rewire" the city's labor pool as the Vice Chairman of DTE Energy said in a 2017 "Detroit Rising" podcast. In many ways it seemed that the basic message and belief driving the significant system reform efforts was that the system needed to be pulled apart, put back together, and hard wired in a way that people are being trained for jobs that exist. Detroit has engaged in a deep and concerted effort to develop a leadership base that has a deep understanding of the workforce needs of the city, and a willingness to roll up their sleeves to tackle these issues. Detroit has also taken steps to develop a next generation of workforce leaders who work together to facilitate innovative sector and career pathway strategies. CSW, the Aspen Institute and local stakeholders have partnered to create a Workforce System Leadership Development Academy to support existing and emerging sectors in manufacturing, healthcare, retail, hospitality and entertainment, and information technology.

As part of the transformative work underway, the Mayor de-appointed the prior workforce board and reconstituted it to become a dominantly C-Suite level body, and separated its management from that of the city's operational workforce agency, Detroit Employment Solutions Corporation (DESC). In the new configuration the Mayor's Workforce Development Board (MWDB) is run out of the Mayor's Office, and DESC acts as the fiscal and administrative agent to this entity. Policy and strategy are set by the MWDB and the Mayor's Office of Workforce Development. MWDB has backbone/convener support and is assisted by a team working directly for the Mayor, separate from DESC, the operational agency. Acting in concert with the Mayor's Office of Workforce Development (MOWD), DESC is the implementation and operations partner in the City's workforce strategy, managing funding, grants and contracts.

### Approach

- DESC and MWDB work very closely together and have built employer and foundation partnerships around major initiatives, squarely focused on a multi-year goal to increase the number of Detroit adults employed by 40,000. They are also in the midst of a combined youth/adult CTE reinvention in partnership with the local school district.
- The city and MWDB work with the Workforce Intelligence Network (WIN), a partnership comprised of community colleges, workforce boards, and economic development entities which are seeking to align education and training programs with the needs of the region's industries on issues which align with the city's interests.

- DESC, in partnership with local industry and foundations, provide Detroit residents with technical skills training for targeted occupations in the information technology, manufacturing and health care sectors.
- MWDB tackles problems in Detroit’s education and talent pipeline, by employing, for example, 3-4 staff who function as strategic liaisons with key industries, aimed at developing sustained sector-level strategies.
- Development of pre-release programs for incarcerated persons to learn culinary arts and heavy equipment operating, thus improving their post-employment experiences when they re-enter the community.
- A notable feature of the work underway is that the MWDB and DESC take a comprehensive, in tandem look at the many human service, infrastructure, and economic development activities in the community from the perspective of employers and employees. An example of an actual meeting agenda includes topics such as the following under the topic heading: Transportation as a Barrier to Employment & Training – “What are employers seeing as a barrier to transportation? Are we asking the right questions to understand people’s transportation needs? How are employees and/or employers resolving the transportation challenge?” They also set the stage for the next meeting and introduce future topics so that the attendees come prepared. For example, the last agenda might say: Next Meeting: Drug Testing as a Barrier to Training & Employment – “What data and information would be useful to bring to the next meeting for a meaningful conversation?”
- The MWDB engages in strong statewide advocacy efforts in collaboration with other partners. Michigan has had a harsh Driver Responsibility Fee statute that effectively prevented 70,000 low-income drivers in Detroit (300,000 statewide) from having an active driver’s license until what had amounted to large fines were paid. The Mayor’s office and the MWDB led the charge to successfully eliminate the fees on October 1, 2018, in legislation recently passed. Detroiters can earn their Driver’s License back months earlier by completing 10 hours of free workforce development training. In a city with a limited public transportation system, the lack of a driver’s license is the single largest barrier to employment.

## Results

Detroit is building the public/private partnerships necessary to build a stronger talent pipeline to existing jobs. They are devising systemic solutions that underscore the nexus between economic development, business leadership and the workforce sector. At the same time, their work underscores the importance of systems thinking, influence mapping for systems change, and personal leadership development, as all are needed to develop a more skilled workforce.

## Capital Workforce Partners – Hartford

### Background

As the state's regional workforce development board in North Central Connecticut, Capital Workforce Partners (CWP) work with business, community and college partners to close the skills gap and meet the hiring needs of businesses across the region. The strategies they employ are designed to expand the readiness of their workforce to enter jobs that drive the regional economy. This organization is guided by a voluntary Consortium of the region's chief elected officials and by representatives from business, education and labor serving on its Board of Directors. The CWP mission is to leverage public and private resources to produce skilled workers for a competitive regional economy. They place a strong emphasis on employer engagement and sector partnerships in the areas of healthcare, manufacturing and construction. As the recipient of two U.S. Department of Labor Technical Skills Training grants, CWP works with employers to increase the talent pipeline's need for more nurses, allied health and information technology professionals.

They currently act as the intermediary and co-convenor of the Metro Alliance for Careers in Health (MACH) with the Workforce Solutions Collaborative of Metro Hartford and work with employers to devise strategies which bridge the gap between skills training programs and employer hiring requirements. CWP is committed to supporting job seekers efforts to prepare for middle skill healthcare jobs. CWP is also a lead sector partner in manufacturing, and is making progress on their goal to help raise the next generation of skilled workers in Connecticut's Advanced Manufacturing Industry as a co-convenor of the Advanced Manufacturing Employer Partnership (AMEP) with the Connecticut Center for Advanced Technology (CCAT). Their sector support work includes analyzing labor market data in light off the existing supply chain, and partnering with others to remove gaps. CWP also runs the region's four One-Stop Centers. Another high priority of CWP is to help youth and young adults engage in high demand career pathways such as health care, construction and manufacturing. Their efforts include forging alliances with community colleges, employers, and community organizations to improve the overall system's capacity to recruit, train and grow the workforce, and they are the backbone organization of the Hartford Opportunity Youth Collaborative which is chaired by the Mayor.

### Approach

This organization strives in partnership with other organizations to:

- Collaborate, rather than compete, to support a robust business environment.
- Align economic and workforce priorities to address employer needs.
- Ensure that employers are at the table, and have opportunities to speak out together.
- Share best practices and argue for scaling up successful workforce development activities.

- Increase awareness of legislative actions that may have a positive influence on career technical education funding or other investments needed to address skill shortages.
- Track the local labor market and the new jobs that are posted.
- Identify and support efforts which prepare students to have the skill sets they need as early as middle school, so they can begin to build an interest for work that the regional economy needs.
- Ensure that the skill sets being built by community colleges are the ones that industry needs.
- Meet current and new employer needs, and determine whether colleges are teaching the skill sets that industry needs.
- Strengthen work-based learning opportunities for low-income students.
- Focus attention on opportunities to promote policies that support work-based learning intermediaries.
- Advocate for short term on ramp to employment programs for unemployed and underemployed workers.
- Promote convenings that will engage underserved populations (such as women in manufacturing and the trades).
- Promote information about the types and number of job opportunities, and include information about companies that offer quality job practices such as shift changes, that make it more possible for employees to balance family, work and continuing education opportunities.

## **Results**

CWP's results include increasing the successful engagement of sector employment leaders and other community partners to leverage resources and fund strategies which close the gaps that stand in the way of businesses meeting their hiring needs. The partnerships set the stage and framework for jointly developing workforce plans and evaluating their results. Results also include supporting new businesses to find entry level talent, and assisting targeted industries to help them grow and be competitive.

## KentuckianaWorks - Louisville

### Background

KentuckianaWorks, a Workforce Development Council, helps job seekers in seven Louisville, Kentucky area counties find jobs, education and training, and employers to find qualified workers. Funding is primarily from the United States Department of Labor, the Workforce Innovation and Opportunity Act and Louisville Metro Government. The mission of KentuckianaWorks is “Engaging Employers, Educators and Job Seekers with Resources to Build a Stronger Community through the Dignity of Work.” Their vision is “A fully prepared and engaged workforce that is aligned with the needs of employers.”

Both of these themes drive and are firmly embedded in their work. Perhaps foremost, the aims of KentuckianaWorks include a strong desire to promote innovation. Executive Director Michael Gritton said, “Innovation comes from doing. We will relentlessly experiment to solve problems.” He also added that, “Our work is to build a system and push needed reforms.”

### Approach

The KentuckianaWorks Board is active and engaged in the education and business community. For example, their efforts are largely credited with spurring the development of the Academies of Louisville. This model, based on the Ford Foundation Framework for Next Generation Learning (NGL), connects high schools to business and community partners to better prepare students for postsecondary and career success.

A steady funnel of qualified new entrants to the workforce, who are knowledgeable about career opportunities and have foundational skills needed to enter jobs or efficiently pursue next step education, is being created. Academies of Louisville are operated by the Jefferson County Public Schools (JPS). The Academies are focused on careers and industries that strengthen the local economy. Project-based learning is at the heart of the 11 Academies, all of which start with a Freshman Academy and then offer 2-3 different career pathway areas to choose from in grades 10-12. Students have opportunities to engage in industry and college field trips, job shadows, junior and senior year summer jobs and much more. All prepare a postsecondary transition plan. Eleven high schools are now involved in this model, which takes three to four years for each school to implement. KentuckianaWorks staff and board connect employers to the different Academies. In a recent article the Acting Superintendent of JPS said, “What happens in our classrooms today impacts what happens in our world tomorrow. The academy model connects participating schools to committed business partners, and links what students learn in the classroom to real-world experiences so that graduates are prepared for college, career and life, and ready to complete in a global economy.” At a 2018 celebration of the 13 inaugural business partnerships formed to support the Academies of Louisville initiative, Mayor Greg Fisher was quoted as saying. “One of our goals is for Louisville to be a city of lifelong learning, and the Academies of Louisville are a great boost to that effort. I encourage all Louisville businesses to get involved. This is an investment in your future, and in our city’s future.”

KentuckianaWorks has broad name recognition and reach through the community. Examples of their services include career counseling and interview preparation; career specific training in

manufacturing, computer programming, construction and health care; and college assistance through their KentuckianaWorks College Access Center (KCAC), a One-Stop Center that helps people overcome barriers to going to college.

This organization focuses strongly on recruiting employers to participate in sector pathways. They reach out regularly to employers, and provide them with web-based tools to use to engage in different activities. For instance, they post an employer toolkit on their webpage to assist employers who want to hire youth through Summer Works. In the Kentuckiana Builds program, trainees are provided with the hands-on skills needed to start working immediately in entry level construction jobs, connect to next step training or apprenticeships, and/or to employers who need these skills.

Mr. Gritton reported that, “We watch the labor market and try to respond. For instance, we knew that software developers were in short supply. We looked at the number of hiring announcements over a three-month period and identified a significant talent shortage. We could see that there were at least 100 unfilled jobs over this period. Something needed to change and our employer partners were looking for a solution. Our job is to partner with others to find it.”

In response, KentuckianaWorks started a twenty-four week Code Louisville program to provide software development training to adults who want to pursue a job in this field. Their approach was three fold: make it easy for job seekers to get enrolled; build a strong base of caring employers vested in mentoring trainees; and a strong cadre of employers who guided and valued the training, and wanted to hire graduates. On the KentuckianaWorks webpage, which is very informative, and particularly easy to navigate, job seekers are told how to access this training; software developers are invited to mentor future software designers; and employers are invited to hire them.

Staff also engages employers to build pathways to Construction, Information Technology, Business, Healthcare, Manufacturing, Logistics, and to Food and Beverage-related occupations. In addition, their webpage makes it easy for jobseekers to examine these pathways and explore what the availability of jobs are for people who have less than a high school degree, high school or GED degree, or higher level degrees or certificates. Visitors to the KentuckianaWorks webpage are invited to take a deeper dive and learn more about workforce topics and trends through the Job Pod podcasts, which feature topics, such as “What’s the deal with the low unemployment rate?” and “What jobs pay, and is college worth it?”

## **Results**

KentuckianaWorks is striving to demonstrate the Return-On-Investment for their work that cuts across different service systems. This organization is dedicated to understanding how their education and workforce interventions reduce poverty, subsidy reliance and crime, while simultaneously increasing the economic vitality of the region. The results they document include: employer participation; number of youth placed and matched with employers; numbers of persons placed in jobs; number of people who go to college after they receive help to remove barriers to accessing higher education and financial aid; recidivism rates of participants served through their teen and youth program (which showed that after receiving services the recidivism rate was only 5% for those who had been involved in the juvenile justice and court system); and

the number of people who transition from public assistance to jobs. These types of metrics go beyond the traditional WIOA measures, drawing attention to the spirit of innovation that permeates the work of this organization, and the cross system benefits of employer engagement.

## Wisconsin Regional Training Partnership - Milwaukee

### Background

When the Wisconsin Regional Training Partnership (WRTP) started in 1992, industry involvement in the workforce system was limited, and manufacturing jobs were being affected by globalization and technology. WRTP/BIG STEP is located in Twin Cities, Milwaukee, Racine and Madison, Wisconsin. In 2006, WRTP merged with the Building Industry Group Skilled Trades Employment Program (BIG STEP). People from diverse ethnic groups were under-represented in these jobs. Today WRTP/BIG STEP, in its role as a workforce intermediary, has partnerships with 3 industries, 298 high road employers, 76 labor partners, 3,346 participants and 385 partnerships. Investors include Workforce Investment Opportunities Act (WIOA), Food Stamp Employment Training (FSET), Community Development Block Grant (CDBG), philanthropic and industry funders. The success of WRTP/BIG STEP is attributed to its industry led, worker centered, and community focused model.

### Approach

WRTP/BIG STEP places a strong emphasis on youth and young adults. In their youth-focused work they:

- Operate a program funded by the Caterpillar Foundation, which simultaneously engages community organizations, business partners, high school teachers and students to improve the bridge between secondary education and skill trades careers in Milwaukee.
- Run TechTerns, a 30-month project based learning experience in construction, health care and architecture industries for students enrolled in a technical high school.
- Provide assistance with high school completion, job readiness training, industry exposure and career counseling to youth 18-20 who have an educational deficit (no high school diploma, significant barriers to employment).

WRTP/BIG STEP services to adults include:

- Tutoring, career counseling, career exploration, hands-on learning, soft skill development and help preparing for and connecting to apprenticeships.
- Direct placement services through a socially responsible staffing and employment agency called Triada, which connects businesses with qualified, job-ready candidates to meet their specific needs. Triada is unique, as it focuses on job quality, and assesses all employers they work with to ensure high levels of employee satisfaction and retention.
- Operation of the Center of Excellence for Skilled Trades & Industry, a central clearinghouse for assessing, preparing and placing job-ready candidates for careers in manufacturing, construction and other emerging sectors. This entity also serves as a single location where unions and job seekers can connect, and community partners can refer the clients who they work with to find jobs.

- Working in partnership with high road employers and industry associations to jointly anticipate and meet the just in time needs of the labor force.

WRTP/BIG STEP also uses its extensive experience to influence policymakers, and has informed:

- The development of new legislation to boost apprenticeships, and invest in efforts that scale up apprenticeship programs and provide job seekers the work readiness skills they need to succeed. The PARTNERS (Pairing Apprenticeships with Regional Training Networks to meet Employer Requirements) legislation will provide grants to states to build local public-private partnerships to bring industry and education partners together to plan, start and operate work-based training and apprenticeship initiatives. This legislation will be particularly helpful to small and medium-sized businesses, as they often lack the infrastructure necessary to independently establish work-based learning or apprenticeships.

## Results

WRTP/BIG STEP is nationally known for linking economically disadvantaged Milwaukeeans to apprenticeships and family sustaining careers. The close ties that WRTP/BIG STEP have to industry result in employers reaching out to WRTP/BIG STEP to recruit participants to employment. Employers rely on WRTP/BIG STEP to find eligible individuals who have the types of skills and certifications they need. New partnerships are continually being forged by WRTP/BIG STEP. Many are connected to economic growth opportunities in the community, such as the new Milwaukee Bucks arena. For example, one recent partnership included WRTP/BIG STEP engaging with the Milwaukee Technical College (MATC) to develop a joint program called the Milwaukee Skilled Trades Consortium, a collaboration to ensure that residents have access to the high-quality education and training needed to support a strong pipeline of persons ready to enter construction jobs.

## Spokane Area Workforce Development Council - Spokane

### Background

Spokane is the largest city between Seattle and Minneapolis. It is the site of an international airport, and has rail access. To meet the needs of their growing community, staff analyze labor market data, examine their role in the supply chain, and engage in partnerships with community, business and labor partners to shape workforce strategies that benefit their region. They also look for ways to support rural areas as well as their urban core, as they know many young people from these areas relocate to Spokane. Their sector work focuses heavily on health care, manufacturing, aerospace, finance and insurance, construction and information technology. The Spokane WDC analyzes the labor market to determine the fastest growing or most in-demand family wage occupations and releases an RFP to identify training providers.

Spokane WDC strategies often demonstrate the multiple cross-system Return-on-Investment (ROI) benefits of the way they work. For example, Youth Build students in their youth career center, the Next Generation Zone, get to earn GEDs and prevailing construction wage income while engaging in construction training. These young adults support the work of Transitions, a nonprofit serving women and families that is building affordable housing cottages. All are inspected by the building department to ensure compliance with current building and energy codes. The benefits are fourfold. The project paves the way for young adults to give back to the community and prepare for the future; the trades to find skilled labor; and local community members who are in great need of affordable housing.

The Spokane WDC is striving to create a skilled and ready workforce that can support company attrition, and the emerging needs of the workforce. Business intelligence is collected, and training for job seekers and incumbent workers is customized to lead to industry-driven certificates and credit bearing classes and degrees. They also raise flexible funds that can be used for scholarships and other workforce needs.

Community member, business and college input and leadership are critical to their work. For instance, an ambitious effort is underway now to design a WorkSource Spokane Center that is welcoming and used by homeless persons. They are currently conducting street outreach to engage the suggestions of homeless persons about the changes they would like to see in this center. This community engagement process will inform elements of the new Center's design, which may include space for work clothes, closets and storage space.

### Approach

Dawn Karber, Chief Operations officer for Spokane WDC, shared the following direct quote insights about the way Spokane WDC approaches its work.

- For us, partnerships are core to our organization. We try to put ego aside, and don't take ownership, or credit, for the work we do with partners.

- We ask questions like – What do you want? How will it happen? When do you want it to happen? We will help someone get funding if it will help us to get to a better place with customers.
- We believe that by not focusing conversations with the community on money – the money will follow.
- We try to give things that people want to do a try. We say, let me see what I can do.
- We take a comprehensive approach to service integration, and look at how we need to change our philosophy, functionality and physical design in partnership with others.
- Customer input informed and continues to inform the way our WorkSource Spokane team is cross-trained and blended. We made a point of involving individuals who were not satisfied with our service or service offerings, and asked them why, and documented their ideas for improvement.
- From the perspective of the clients we serve, they no longer see the eligibility process for individual programs. We work behind the scenes to do as much as possible to streamline by combining forms and processes. They get the services they want, as we believe, *this is your journey*.
- We don't put people into *programs*, rather we offer the services people want. Customers do not care about program names; they care about services and their own success. While many funders very much care about program names, we work with them to ensure our new process works for them, but that means incorporating their program into our integrated service delivery model. For example, we have fully integrated our career-connected learning work throughout our youth offerings, and have found customers to be more successful, and have found we are able to increase private funding, by not operating standalone programs. At the same time, we have mechanisms in place to show funders exactly where their investments fit in, and we can promote the respective funding brand more broadly.

## Results

The intended results of the above efforts include building relationships with college, community and business partners to plan and implement strategies that promote the development of an agile workforce, equipped to meet Spokane's regional needs.

## 5. Observations

An analysis of the above studies of gold standard partnerships affirms the assumptions identified in Section 2., above. There are also a number of interesting observations that may be made about what makes these specific partnerships rise to the level of being nationally-recognized gold standard partnerships.

First, no two are exactly alike. Each is built on an analysis of the strengths, challenges, and opportunities facing the community in which it located. Each has a unique governance structure and, for those that are not local workforce development boards, a relationship with the local board. Each, too has a joint vision and shared priorities among partners. While no two have the same partnership composition, all incorporate a wide range of partners that bring diverse points of view to what it takes to create a vibrant, resilient community in which all industries and residents thrive.

The funds available for investment include a range of public and private funds and each partnership endeavors to utilize these funds to create a seamless system. Each invests specifically in supporting targeted industry sectors and there is a strong core of sectors across the local areas and regions studied. Manufacturing, healthcare, construction, information technology are common to almost all. All of these industry sectors creates opportunities for high-road, living wage jobs for a wide range of community residents and investment in equity is specifically identifies as a priority investment by most gold standard partnerships. And, these partnerships focus on preparing individuals for entry into high wage jobs by training for high wage jobs rather than focusing on more traditional labor market entry employment options.

Many partnerships focus particularly on youth but there are priority investments made toward addressing the workforce development needs of other populations such as offenders and individuals experiencing homelessness,

The strategies in which these gold standard partnerships invest tie directly to filling industry needs and creating on-ramps for local community residents and include a combination of classroom and workplace based training opportunities: two partnerships pay particular attention to integrating services through cross-training, common testing/assessment tools, and having staff deliver services in functional teams; two pay particular attention to providing high-quality, just-in-time labor market analysis for targeted sectors and the supply chain that surrounds them to create cluster analyses; and two directly engage in legislative advocacy.

None has created a comprehensive measurement system but one is exploring how to develop a Return-on-Investment model that analyzes outcomes on a more holistic array of outcomes.

Only one, KentuckianaWorks, is explicit in its creation of a brand, which is unique to the partnership and designed to promote local, regional, state, and national recognition of its collaborative efforts. One works closely with a branded collaborative, the Workforce Innovation Network, in a complex web of entities addressing workforce development needs.

Finally, while none of the seven gold standard partnerships is fully implementing all five pillars of collective impact, each is realizing tremendous benefit from the alignment of efforts of its members, an important consideration for those who follow in their footsteps.

## **6. Next Steps**

It is interesting to note that the original Snohomish County Blueprint Partnership created a highly functional set of metrics that may be readily collected, compiled, and analyzed and had wide brand recognition in the community. The Snohomish County Blueprint Partnership was also found to have

local brand recognition among various groups as noted in the 10 year accomplishments report. These are local strengths upon which Workforce Snohomish and the Blueprint Partners may draw as they renew the County's Blueprint Strategic Planning and Implementation Process. Additionally, Workforce Snohomish can draw upon the values and approaches used by the Gold Standard partnerships to:

- ✓ Help guide the Snohomish County Blueprint partners' collective Strategic Planning and Implementation efforts, in each of the targeted industry sectors identified by the Snohomish County Executive in his Economic Development Initiative and in the Workforce Snohomish Local Workforce Development Plan. They may also want to map the primary sector pathway partners working in each of these sectors in advance as well as the hiring needs of employers in these sectors.
- ✓ Review materials developed by Workforce Snohomish and the Snohomish County Blueprint partners between 2003 and 2015 with a particular focus on governance structure and partnership organizations. Identify a new lead representative for each partner organization.
- ✓ Develop a draft charter for the Snohomish County Blueprint Partnership Steering Committee which is focused on legislative and policy advocacy, business and labor engagement, and championing the Blueprint Strategic Planning and Implementation priorities in alignment with the Snohomish County Executive's Economic Development Initiative.
- ✓ Establish a draft process to be reviewed by the Steering Committee for prioritizing and acting on the information garnered through the Blueprint Strategic Planning and Implementation efforts.
- ✓ Develop a plan for measuring the industry, individual, and community results of the partners' efforts in one or more areas to highlight the importance of cross-system integration and demonstrate the Return-on-Investment of integrating education, economic, workforce, community, and human development.
- ✓ Develop a reporting template that can be used to routinely update and report on the partners' efforts to align education, workforce, and human development to economic and community development activities, such as those underway at Paine Field, Riverside Park, Tulalip Tribes, and Waterfront Place.

**Summary of Examples Highlighted in Gold Standard Workforce Development Partnership Interviews**

(Note that each of the partnerships contain almost all of the intersections noted, as indicated by external reviews of their effort. The examples that emerged during the interviews are identified in black; and the examples revealed through external collateral on websites and reports are noted in blue. Most importantly, all of these the partnerships involved had a joint vision, where they shared and aligned their priorities and work. This theme frequently is mirrored in both interviews and collateral information.)

Characteristic	Chicago	Cincinnati	Detroit	Hartford	Louisville	Milwaukee	Spoilane
Governance Structure	Funders Collaborative	Local Workforce Development Council	Mayor's Workforce Development Board	Regional Workforce Development Council	Local Workforce Development Council	Regional Workforce Development Council	Local Workforce Development Council
Joint Vision/Aligned Priorities	X	X	X	X	X	X	X
Brand/Communications Plan					KentuckyWorks		
Measurable Goals/Objectives	In Process	Common Measures	Not Referenced	Common Measures Additional Measures in Process	Common Measures Holistic Measures in Process	Not Referenced	Not Referenced
Strategy Implementation	Sector Academies Apprenticeship	Cross Training Co-location Common Testing/Assessment	System Leadership Performance Academy CTE Reinvention Offered Re-Entry Programming	High Road Information Supply Chain Labor Market Analysis Work Based Learning for Low-income Students Legislative Advocacy	Sector Academies Next Generation Learning Real World Experiences (Real Tips, Job shadows, etc.) Speciality Center to connect individuals with barriers to college Summer Works Apprenticeship	High Road Job Development and Placement (Socially Responsible Internedary) Secondary/Postsecondary and Employment Bridges Apprenticeships Work Based Learning for Youth with Barriers Legislative Advocacy	Cross Training Integrated Services Supply Chain Labor Market Analysis YouthBuild Connected to Affordable Housing Customized Training Speciality Center to serve individuals experiencing homelessness
Intersections							
• Government	X	X	X	X	X	X	X
• Employers	X	X	X	X	X	X	X
• Labor	X	X	X	X	X	X	X
• Education	X	X	X	X	X	X	X
• Economic Development	X	X	X	X	X	X	X
• Community Development	X	X	X	X	X	X	X
• Workforce Development	X	X	X	X	X	X	X
• Human Development	X	X	X	X	X	X	X
• Comm./Faith Orgs.	X	X	X	X	X	X	X
Investment in Targeted Sectors	Manufacturing Healthcare Construction IT Financial Services	Manufacturing Healthcare Construction IT	Manufacturing Healthcare IT Hospitality/Enter. Retail	Manufacturing Healthcare Construction IT	Manufacturing Healthcare Construction IT Hospitality Business Logistics	Healthcare Construction Architecture	Manufacturing Healthcare Construction IT Financial Services Aerospace
Investment in Equity	X	X	X	X	X	X	X
Connection to WDC	Partners with Local WDC	Is Local WDC	Partners with Local WDC and WIN which serves as the BP Partnership	Is Regional WDC Co-convenor of multiple related bodies	Is Local WDC	Is Regional WDC	Is Local WDC

## Attachment 2 Key Contacts

Key Respondent Name/Title	Affiliation	Location
<p><b>Larry Good</b> Co-Founder and Senior Policy Fellow</p> <p><b>Jeannine La Prad</b> Senior Fellow</p> <p><b>Ryan Davis</b> President &amp; CEO</p>	Corporation for a Skilled Workforce	Ann Arbor, Michigan
<p><b>Allison Gerber</b> Senior Associate</p>	Annie E. Casey Foundation	Baltimore, Maryland
<p><b>Marybeth Campbell</b> Executive Director</p>	SkillWorks	Boston, Massachusetts
<p><b>Jennifer Freeman</b> Program Director</p> <p><b>Patricia Maguire, LCSW</b> Associate Director, Regional and Sector Strategies Building Economic Opportunity Group</p> <p><b>Lisa Soricone</b> Associate Research Director</p>	Jobs For the Future	Boston, Massachusetts (headquarters), Washington DC and Oakland, California
<p><b>Alysia Ordway</b> Employment Engagement Director</p>	Boston Private Industry Council Greater Boston Area	Boston, Massachusetts
<p><b>Matt Bruce</b> Executive Director</p>	Chicagoland Workforce Funders Alliance	Chicago, Illinois
<p><b>Sherry Kelley Marshall</b> President &amp; CEO</p>	Southwest Ohio Region Workforce Investment Board	Cincinnati, Ohio
<p><b>Rebecca Kusner</b> Chief Strategist</p>	R4 Workforce	Cleveland, Ohio

### Attachment 2 Key Contacts

Key Respondent Name/Title	Affiliation	Location
<b>Julie Geyer</b> Director, Research and Market Intelligence  <b>Pamela Rendsland Tonello</b> Chief Program Officer	Capital Workforce Partners	Hartford, Connecticut
<b>Marty Miles</b> Workforce Development Consultant	Workforce Development Consultant	Indianapolis, Indiana
<b>Michael Gritton</b> Executive Director	KentuckianaWorks	Louisville, Kentucky
<b>Mark Kessenich</b> President & CEO	WTRP/BIG STEP	Milwaukee, Wisconsin
<b>Carol Padovan</b> Federal Project Officer	U.S. Department of Labor Employment and Training Administration Region 6	San Francisco, California
<b>Dawn Karber</b> Chief Operating Officer	Spokane Area Workforce Development Council	Spokane, Washington
<b>Navjeet Singh</b> Senior Vice President and Chief Learning Officer  <b>Ana Hageage</b> Program Director	National Fund for Workforce Solutions	Washington, DC