

# Workforce Backbone Community Benchmark:

case studies from across the country

December 2023



# INTRODUCTION

## Introduction

Since the spring of 2021, a coalition of workforce organizations (the workforce backbone) has been gathering around the question of “how do we create and support high quality, local economic opportunities for people living in Stockton and San Joaquin County?” This forum has provided a venue for nonprofits, government institutions, chambers of commerce, labor organizations, and an emerging role for employers & industry partners to find common language and shared purpose in tackling that question.

What started with identifying a broad thesis for the work, transformed into a portfolio of individual projects – each one with its own vision for creating better options for people living and working here. Those vary in scope and size, ranging from youth entrepreneurship programming to large-scale infrastructure projects.

As partners in the workforce backbone continue to scope, design, and build capacity for their projects, this benchmark is intended to equip workforce stakeholders in the region with a sense of what leaders working in other communities have done to advance similar visions. In doing so, we are seeking to build our collective imaginations for what projects we scope, how they are structured, what success looks like, how to fundraise or finance them, who to partner with, and what challenges to anticipate.

In the sections below, you will find case studies highlighting successful workforce and social enterprise models, program designs, and best practices, across five issue areas: labor organizing & worker cooperatives; green economy; skill building; collective impact; as well as job placement and retention. Whether you are already planning a project locally or you are looking for new ways to make a deeper impact here in Stockton and the broader region, I encourage you to read through this report to identify what case studies may resonate with you, your stakeholders and the needs of the broader community.

As our work together continues to deepen, I hope that hearing from some new voices in this report provides inspiration to the incredible work that our partners are already leading here, and perhaps seeds something altogether new.

## About the Workforce Backbone

The workforce backbone (WFB) is a coalition of various nonprofits & CBOs, government agencies, and business & community leaders that serve Stockton’s workforce. An overview of that work can be found [here](#).

The thesis for the workforce backbone is:

Reverse **brain drain** in Stockton by investing in workforce; to do that, we recognize that:

- » robust **economic opportunity** must increasingly be **local, high-quality, equitable, and measurable**;
- » the **community** must **support, connect, and sustain** young people with **career pathways**.

## About Edge Collaborative

Founded in 2021 as a civic incubator, Edge partners with public, private, and nonprofit organizations to tackle systemic economic challenges in Stockton. With a focus on three key areas – jobs and workforce, climate, and community wealth – Edge seeds and supports partner-led initiatives with a range of tools. These tools include access to capital, talent, policy support, and coalition-building.

## Acknowledgements

From the Edge Collaborative team, **Ann Rogan, Kate Naranjo, and Oscar Fregozo** provided review & feedback on case study research and strategic support for this project.

**Leila Pedersen** led the research on the case studies contained in this report.

**Mia Weitz** led the formatting and design for this report.

This project was conceived and overseen by **Taylor Williams** at Edge Collaborative.

For any questions, please email: [taylor@edgecollaborative.org](mailto:taylor@edgecollaborative.org).

# TABLE OF CONTENTS

<b>1. Green Economy</b>	4
1.1 Building Energy & Controls Apprenticeship (BECA) Program	5
1.2 High Road to Energy Storage and Microgrids in California	7
1.3 Green Economy Network	10
<b>2. Labor Organizing &amp; Worker Cooperatives</b>	12
2.1 Evergreen Cooperative Initiative	13
2.2 LVN Cooperative	16
2.3 Co-op Cincy	18
2.4 New Era Windows Cooperative	20
<b>3. Skill Building</b>	22
3.1 Hire Up Harris	23
3.2 Skills for Life	25
3.3 Re:WorkNOW	27
3.4 Grow Apprenticeship California	29
3.5 'Micro-Pathways' program	32
3.6 Calumet Manufacturing Industry Sector Partnership (CMISP)	34
3.7 Healthcare Apprenticeships with Staten Island Performing Provider System	36
3.8 Youth Promotores Intern Program	38
<b>4. Collective Impact</b>	41
4.1 Opportunity Chicago	42
4.2 The Industrial Commons (TIC)	45
4.3 Project Legacy and the Health and Justice Center	47
<b>5. Job Placement &amp; Retention</b>	49
5.1 Star City Works	50
5.2 Employer Resource Networks (ERNs)	52

# 1. Green Economy



# 1.1 Building Energy & Controls Apprenticeship (BECA) Program



Source: [BECA](#)

**Location:**  
Eugene, OR

**Year Founded:**  
2019

**Focus Area:**  
Green Economy

## Description

Lane Community College (LCC) and the University of Oregon (UO) are partnering to establish a new workforce development pipeline intended to train highly qualified graduates with hands-on experience in improving building energy efficiency. [BECA](#) will be recognized across state boundaries and will be accessible to students regardless of their geographic location.

Completers of BECA will be qualified to take the Association of Energy Engineers (AEE) ANSI 17024 Accredited Certified Energy Management (CEM) Certification exam. They will also have earned their associates of applied science (AAS) degree, and will have opportunities to sit for the Building Operator Certification (BOC) exam and the forthcoming Association of Controls Professionals (ACP) certification exam.

## Target Population

Diverse populations in the Western U.S. **40%** of the total number of students will be underserved and non-traditional energy employees (women and BIPOC). Numerous other area businesses also serve as customers

## Collaborators

Lane Community College (administrator), University of Oregon (partner), Department of Energy (funder), Energy Trust of Oregon (funder; serves as the non-profit entity managing Public Benefit dollars for the Oregon private utilities).

## Funding Structure

[A Department of Energy grant](#) provided **\$499,844** of funding (Advanced Building Construction FOA Award), with a cost share of **\$142,600**.

## Goals & Objectives

To increase the numbers, preparedness, and diversity of the building energy & controls workforce by creating the first of-its-kind Building Energy and Controls Apprenticeship Program. Graduates will be able to reduce energy use in typical buildings by at least **30%**, through recommissioning and identifying opportunities to improve HVAC, lighting, and other energy consuming building systems.

## Key Learnings

1. **Addressing Workforce Diversity:** The BECA program recognizes the importance of promoting diversity in the building energy and controls



# 1.1 Building Energy & Controls Apprenticeship (BECA) Program

workforce. By actively targeting underrepresented populations, such as women and BIPOC individuals, the program aims to create inclusive opportunities for traditionally marginalized groups.

2. **Collaborative Partnerships:** The success of the BECA program is attributed to the collaboration between Lane Community College, the University of Oregon, the Department of Energy, and the Energy Trust of Oregon. These partnerships leverage resources from multiple sources to create a more impactful and sustainable initiative.
3. **Industry-Relevant Skills and Certifications:** The BECA program focuses on providing students with industry-specific skills and certifications that are in high demand. By offering training in energy management, building controls, and certifications like CEM and BOC, the program equips graduates with the recognized certifications needed to enhance employability.
4. **Practical, Hands-on Experience:** The BECA program prioritizes hands-on training to ensure graduates are equipped with practical skills and experience. By engaging students in real-world projects and simulations, the program prepares them to identify energy-saving opportunities, improve HVAC systems, and optimize building performance.
5. **Sustainable Funding Models:** The BECA program secured funding through a Department of Energy grant, with a cost-share component. This funding structure ensures the program's financial sustainability and supports its long-term operations.
6. **Geographic Accessibility and Online Learning:** The BECA program aims to overcome geographical barriers by leveraging technology and making the program accessible to students regardless of their location.

## Metrics & Outcomes

- » Hits on BECA website (>100)
- » Enrollment and interest forms received (150)
- » Student recruitment for enrollment (48)
- » Portion of enrolled students meeting underrepresented population target (40%)



# 1.2 High Road to Energy Storage and Microgrids in California



Source: [Антон Дмитриев](#)

**Location:**  
California

**Year Founded:**  
2017

**Focus Area:**  
Green Economy,  
Skill Building

## Description

As [California transitions](#) to a carbon-neutral economy and transforms its energy system, the demand for energy storage and microgrids is expected to accelerate rapidly in the next several years. With the energy transition comes the need for a workforce that is well-trained to meet evolving safety and technical challenges that come with the deployment of these new technologies. The [High Road Training Partnership](#) project in energy storage and microgrids project, led by the statewide [Labor Management Cooperation Committee \(LMCC\)](#) of the [International Brotherhood of Electrical Workers \(IBEW\)](#) and the [National Electrical Contractors Association \(NECA\)](#), brings together electricians and their employers to ensure California's electrical grid is resilient and prepared for the future of carbon neutral technology.

This statewide training partnership between industry employers and worker representatives includes nationally certified, advanced, specialized training on the safe and effective assembly, testing, commissioning, maintenance, repair, retrofitting, and decommissioning of energy storage and microgrid (ESM) systems.

## Target Population

California workers seeking economic opportunity and employers seeking skilled workers. LMCC represents **18,000 electricians** and **2,800 industrial electrical contractors** employed with NECA.

## Collaborators

- » **California/Nevada IBEW & NECA Labor Management Cooperation Committee**
  - Joint Apprenticeship Training Centers across the state
  - Energy Storage and Microgrid Training and Certification, Incorporated
- » **ICF, Incorporated** - global advisory and technology services provider
- » **The California Workforce Development Board's (CWDB)**
  - Includes field specialists that provide grantees with administrative support and facilitate connections to key stakeholders and resources to advance their project's goals.
- » **UC Berkeley Labor Center**
  - Hosts monthly peer-to-peer meetings where The High Road Training Partnerships (H RTP) connect, learn from other's experiences, and offer support to each other by identifying educational needs, partnering with others doing similar work, and sharing best practices that are already in place.
  - Provides seminars to give any H RTP staff and leadership an opportunity to think critically with other practitioners about high-road work, deepen their understanding of high road principles and strategies, and develop work plans and tools to further their specific



# 1.2 High Road to Energy Storage and Microgrids in California

partnership's goals.

## » **UCLA Labor Center**

- Provides evaluation and industry research assistance for strategic direction to HRTPs, which helps them align their short-term goals with long-term impact.

## Funding Structure

In Fiscal Year (FY) 2019-20, the Legislature appropriated **\$35M** to the California Workforce Development Board (CWDB) for its two primary high-road workforce development programs, High Road Construction Careers (HRCC) and High Road Training Partnerships (HRTTP). Of the total funding available, approximately **\$10M** will go to the HRCC Program and **\$20M** to the HRTTP Program, with the remainder for technical assistance, program implementation, and other essential state operations at the CWDB. The CWDB will have two fiscal years to encumber this funding.

## Goals & Objectives

The overall goals and objectives of this project were to reduce energy demands during peak times and provide the ratepayer benefits of greater electricity reliability and lower costs.

The goal of HRTTP in general is to strengthen industry-led skills infrastructure that builds more robust regional economies, ultimately advancing equity, job quality, and climate resilience. Sub-goals include:

1. **Promote equity and mobility for workers**
  - Ensure employment opportunities are accessible to and shaped by communities of color and low-wage workers.
2. **Skills and competitiveness for high road employers**
  - Ensure family-sustaining wages and benefits
3. **Long-term environmental sustainability and climate resilience for the state.**
  - Develop mechanisms to remain competitive in a high road economy and adopt practices to address vital concerns like increasing racial equity and environmental sustainability.

## Key Learnings

Key [elements of HRTPs](#) include:

1. **Industry led problem solving**
  - Start with the jobs by rethinking industry analyses
  - Scale by lifting as much of the industry onto the high road as possible
  - Set industry standards by making the high road approach the best approach
2. **The Partnership Itself is a Priority**
  - **Composition:** Include major stakeholders in the industry
  - **Commitment:** Secure leadership commitment to the partnership itself Essential Elements of High Road Training Partnerships
  - **Infrastructure:** Develop partnership structures
  - **Culture:** Build a collaborative problem-solving culture
3. **Incorporate Worker Wisdom throughout Partnership Efforts**
  - **Industry Demand:** Include worker voice to fully understand workforce needs
  - **Infrastructure:** Include worker voice to balance governance and decision-making
  - **Program:** Include worker participation in design, delivery and program evaluation
  - **Reinforcement:** Include workers to reinforce trainings and support success while on the job
  - **Whole Person Supports:** Include worker wisdom to turn what would otherwise be barriers into strengths
4. **Industry-Driven Education and Training Solutions**
  - **Demand:** Determine what needs to be taught and learned
  - **Supply:** Understand who the learners are
  - **Education and Training Providers:** Decide if, when and how to work with community colleges and training providers
  - **Education and Training Methods:** Determine methodologies appropriate for this industry/ these jobs/these workers
  - **Support Success and Address "Failure":** Address operational needs, work environment and wrap



# 1.2 High Road to Energy Storage and Microgrids in California

around supports for learners

- » Engage with communities and workforce leaders to determine thresholds and situations that could affect eligibility for, or continuation of, public assistance.
- » Provide guidance to applicants and require that they identify responses and proactive solutions to address this potential substantial burden; the CWDB will evaluate and consider these measures in project selection.
- » Engage with communities and community leaders to address environmental concerns (including but not limited to greenhouse gas emissions) in order to identify key issues within a geographical area that can be addressed by these programs.
- » Encourage regional training partnerships to include community-based, faith based, or non-profit organizations with expertise in working with priority populations and ability to anticipate and meet participants' needs through supportive services
- » Support high road employers and prioritize the communities that have been historically underserved by our public systems.
- » Making industry or systems change is a slow process as it takes time to build strong, trusting relationships among partners.
- » A slower timeline is meant to allow for changes in practices and policies along the way.

## Additional Resources

[Demonstration of Community-Scale LowCost, Highly Efficient Photovoltaic and Energy Management System](#)

## Metrics & Outcomes

Expansion of training from **6 sites** to **21 sites** across California, enabling hundreds more electricians in different locations in California to receive the training.

- » H RTPs have inclusive leadership, are worker-centered, and advance equity and job quality. In focus groups, workers and owners provided feedback on the need to identify industry leadership, form a partnership with multiple stakeholders, and create workforce development programs and promoting industry growth.
- » Wage boards and labor boards bring together a range of representatives, can engage the broader community, and can promote consensus building. In focus groups, workers and owners provided feedback on the need to focus committee work to change industry issues, form a committee or council, and be attentive to concerns about power dynamics.



# 1.3 Green Economy Network



Source: [Mark König](#)

**Location:**  
New York

**Year Founded:**  
2020

**Focus Area:**  
Green Economy,  
Job Creation & Pathways

## Description

The [Green Economy Network](#) is a coalition of more than **100** different workforce development organizations, government agencies, private businesses, educational institutions that meets [virtually on a monthly basis](#) to develop effective practices and align current systems to create green jobs and career paths, with a priority on access and sustainability. The Network leverages its collective voice to advocate for policies that overlap workforce development and environmental priorities. The Network's advocacy efforts include a list of [seven policy proposals](#) to Mayor-Elect Adams' transition team, intended to train or retrain people of any age with the skills to (re)enter the green economy in construction, infrastructure, parks, EVs, and other resiliency and sustainability sectors.

## Target Population

Black and Brown young adults, women, and those most affected by the converging crises of health, racial equity, and climate change

## Collaborators

- » **Co-Founders:** [JobsFirstNYC](#), [The HOPE Program](#), [Nontraditional Employment for Women](#), and [Green City Force](#)
- » **Lead partners:** Association for Energy Affordability, Chris Collins, Green City Force, The HOPE Program,

Jewish Community Center of Staten Island, Kingsborough Community College, Nontraditional Employment for Women, Solar One, Ulster County New York – Department of the Environment

- » **Collaborators:** More than 150 people representing over 100 different workforce development organizations, government agencies, private businesses, educational institutions and more

## Funding Structure

The Network is primarily led by JobsFirstNYC, but as a young coalition it seems to be fueled primarily by the philanthropic funding of its members and collaborators.

## Goals & Objectives

Generally, to achieve a just and sustainable economy in which quality green jobs are accessible to everyone. Specifically, to create **at least 64k direct jobs over ten years**, plus many more indirect jobs:

1. Reinvigorate New York's workforce development sector with a green focus that unites jobseekers, trainers, and employers.
2. Enhance Local Law 97.
3. Transform New York's vehicle fleet to clean the air, create jobs, and mitigate climate change.
4. Create a Youth Climate Corps that greens the city, brings energy efficiency and emissions reductions to everyone, and reduces New Yorkers' energy



# 1.3 Green Economy Network

bills.

5. Hasten New York's resiliency efforts by investing in workforce development, diversifying contractors, and advancing private-public partnerships.
6. Unify New York's sustainability and resiliency efforts under one team.
7. Improve public housing by turning NYCHA into a sustainability leader.

More on these [seven policy proposals](#).

## Key Learnings

The Green Economy Network has generated several key learnings through its work in fostering the development of green jobs and advocating for policies that integrate workforce development and environmental priorities. Here are some of the key learnings:

1. **Collaboration and Coalition Building:** By bringing together workforce development organizations, government agencies, private businesses, and educational institutions, the network highlights the power of collaboration among diverse organizations to advance common goals and leverage expertise and resources effectively.
2. **Intersectionality:** The network's policy agenda recognizes the importance of addressing the interconnected challenges of health, racial equity, and climate change to ensure an inclusive and equitable transition to a green economy.
3. **Access and Sustainability:** By focusing on sustainability, the network prioritizes creating accessible green jobs and career paths while contributing to long-term environmental stewardship and resilience.
4. **Policy Advocacy:** The network actively advocates for policies that integrate workforce development and environmental priorities to create an enabling environment for the green economy.
5. **Monthly Virtual Meetings:** Regular virtual meetings facilitate ongoing collaboration and knowledge sharing among network members, promoting efficient communication and coordination, enhancing accessibility for members located in different geographical areas.



# 2. Labor Organizing & Worker Cooperatives



# 2.1 Evergreen Cooperative Initiative



Source: [Evergreen Cooperatives](#)

**Location:**  
Cleveland, OH

**Year Founded:**  
2008

**Focus Area:**  
Worker Cooperative /  
Green Economy

## Description

The [Evergreen Cooperatives](#) are worker-owned cooperative businesses focused on creating jobs locally, building middle-class wealth, and stimulating reinvestment in Cleveland, OH. Evergreen businesses include a commercial laundry, a large-scale hydroponic greenhouse, and a contractor service for commercial and residential energy-saving projects - fueled by the Fund for Employee Ownership. Modeled on the Mondragon Cooperative network in Spain, Evergreen catalyzes local, sustainable companies that offer their employee-owners opportunities for personal, financial and career success.

"Our goal is equitable wealth creation at scale."  
Ronn Richard, Cleveland Foundation's President CEO and Evergreen Board Chairman

## Collaborators

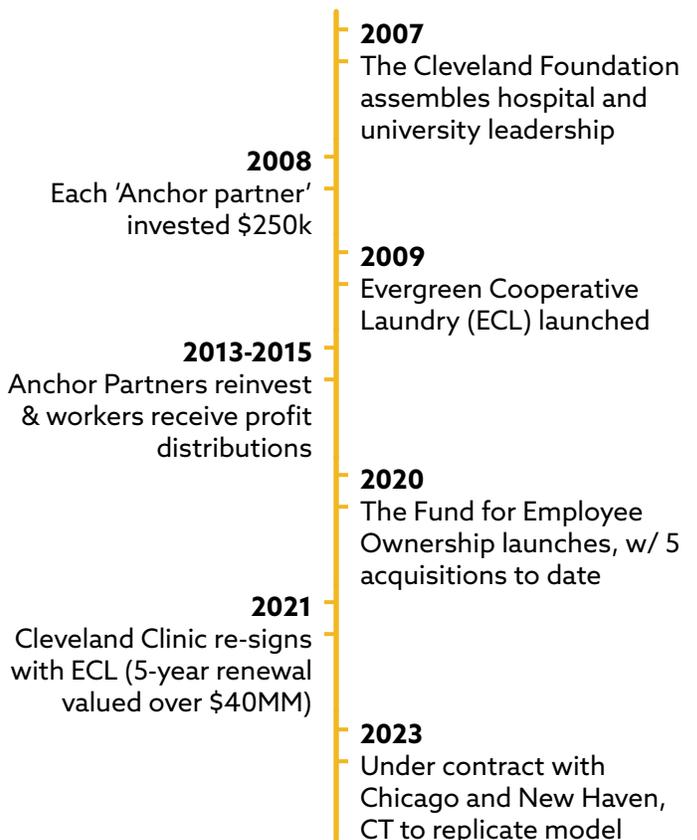
Each of the following "anchor partners" contributed funding to help launch Evergreen to pay for feasibility studies and business planning services and operations. Each partner also has a representative who serves on Evergreen's board of directors.

- » **City of Cleveland:** lender of "patient capital", provide loans with better terms than banks
- » **Cleveland Foundation:** provides ongoing grant support for special programs, benefit packages, trainings, etc.

- » **Case Western Reserve University:** customer
- » **Cleveland Clinic:** customer
- » **University Hospitals:** customer

Numerous other area businesses also serve as customers

## Timeline



# 2.1 Evergreen Cooperative Initiative

## Target Population

Local residents of six low-income neighborhoods, with a median household income below **\$18,500**, in an area known as [Greater University Circle](#).

## Funding Structure

Offshoot of the [Greater University Circle Initiative](#), which received its initial funding from Living Cities.

Start-up co-ops were funded approx. **40%** New Market Tax Credits, **50%** debt, and **10%** philanthropy. The [Fund for Employee Ownership](#) (TFEO), which supports acquisitions & conversions, was funded approx. **15%** Forgivable Loans, and **85%** Philanthropy.

Anchor partners are channeling a portion of their combined **\$3 billion a year** in procurement spending into a “buy local” movement that includes the Evergreen Cooperatives. In recent years, anchor partners spend approx. **\$12mm annually** with Evergreen businesses.

## Goals & Objectives

Evergreen aims to increase asset ownership among individuals and communities, anchor jobs locally, strengthen the municipal tax base, and prevent financial resources from “leaking out” of the area and ensure local economic stability and vitality.

The five pillars of Evergreen’s wealth-building strategies are to:

1. **Leverage a portion of the multi billion dollar annual business expenditures of anchor institutions into the surrounding neighborhoods.**
  - The Evergreen Cooperative Laundry services many of Cleveland’s universities and surrounding businesses
2. **Establish a robust network of Evergreen Cooperatives businesses designed to service these institutional needs.**
  - The Cleveland Foundation brings together public, private, and nonprofit partners through Greater University Circle Initiative
3. **Build on the growing momentum to create environmentally sustainable energy and green collar jobs.**

- Evergreen Energy Solutions provides solar energy transformation for Cleveland businesses
4. **Link efforts to expanding sectors of the economy such as sustainable energy and healthcare, many of which receive large-scale public investment.**
    - Evergreen’s Fund for Employee Ownership
  5. **Develop financing and management capacities that can take this model to scale**
    - Evergreen’s Fund for Employee Ownership

## Key Learnings

1. **Cooperative Business Model:** The Evergreen Cooperative Initiative focused on establishing worker-owned cooperative businesses. This model enables employees to become co-owners and share in the decision-making and profits of the enterprise.
2. **Anchor Institution Partnerships:** Evergreen forged strategic partnerships with anchor institutions such as hospitals and universities. These anchor institutions committed to redirecting a portion of their purchasing power toward local cooperative businesses. By securing long-term contracts, the cooperatives gained stability, increased their revenue, and created a steady stream of local jobs.
3. **Local Sourcing and Sustainability:** The initiative prioritized local sourcing and sustainability in its businesses. For example, the Evergreen Cooperative Laundry was established to provide commercial laundry services to healthcare and hospitality institutions and implemented environmentally friendly practices, such as using energy-efficient equipment and eco-friendly detergents, while also creating local job opportunities.
4. **Skills Development and Training:** The Evergreen Cooperative Initiative offers support for cooperative members to enhance their business skills, including training in financial literacy, management, and cooperative principles.
5. **Community Engagement and Inclusion:** Evergreen aims to create opportunities for residents who faced barriers to employment, such as individuals with low income or prior criminal records. By focusing on community development, the initiative fostered a sense of pride and ownership within the community.



# 2.1 Evergreen Cooperative Initiative

6. **Scaling and Replication:** By establishing successful cooperatives in sectors like laundry services, energy, and urban agriculture, the initiative showcased the viability of the model in various industries. Evergreen is actively engaged in other US cities, providing technical assistance and/or consulting regarding co-op development or replication of the model. Evergreen Business Services offers management capacities in the form of strategic support and back-office support tailored to sustainable economic development and employee-owned companies.

## Metrics & Outcomes

### Key statistics:

- » **285** total employees – expecting to add **40** FTE in 2023
  - **92%** of whom are Cleveland residents,
  - **88%** of whom are racial or ethnic minorities, and
  - **56%** of whom are re-entering the community following incarceration.
- » **5** Acquisition / Conversions to date
- » **25** employee homes purchased to date
- » 2022 Profit Distributions: avg. **\$9k per owner**
- » Forecasted 2023 Revenue: **\$26 million**
- » Forecasted 2023 Profits Distributed: **\$1.5 million**
- » Over **\$18.6 million** has been injected back into the local economy through Evergreen workers

## Additional Resources

[2023 Update](#)



## 2.2 LVN Cooperative



Source: [Hush Naidoo Jade](#)

**Location:**  
California

**Year Founded:**  
2016

**Focus Area:**  
Labor Organizing &  
Worker Cooperatives

### Description

With incubation assistance from SEIU-UHW, five Licensed Vocational Workers (LVNs), all members of SEIU-UHW working in California, founded a worker-owned cooperative of LVNs in January 2016 called [Nursing and Caregivers Cooperative, Inc.](#) The co-op reached an agreement to provide perinatal home visits to patients of St. John's Well Child and Family Center (St. John's), a network of Federally Qualified Health Centers in Los Angeles, California. SEIU-UHW has continued its worker health cooperative efforts through investments in AlliedUP and Futuro Health.

### Target Population

Licensed Vocational Workers (LVNs) in California, a population increasingly pushed into on-demand, 1099 contract work at healthcare companies rather than worker-centered union jobs with benefits.

### Collaborators

SEIU-UHW served as incubator and initial funder. Collaborators included:

- » **St. John's Well Child and Family Center:** first contractor of co-op services. Under the supervision of St. John's physicians, LVNs employed by the co-op provided perinatal visits and education to Medi-Cal patients at their homes.

- » **CA Health and Human Services:** SEIU-UHW in coordination with California Health and Human Services explored using a worker cooperative as the employer of record to supply respiratory therapists for the rapid opening of the Los Angeles COVID Surge Hospital.
- » **AlliedUP:** a staffing agency founded by SEIU-UHW to accommodate workers from various allied healthcare classifications with higher pay and more benefits than traditional staffing firms. Targeted the five largest metro areas in California to fill supply gaps.
- » **Futuro Health:** an education non-profit that trains healthcare workers outside of Kaiser. SEIU-UHW and Futuro Health helped healthcare employers train up needed workers for impending or persistent vacancies, especially in geographies with severe shortages.

Once students complete programs and receive their credentials, Futuro Health channels them to AlliedUP to help them transition into high-demand allied healthcare jobs while providing businesses with a high-quality workforce. The privileged relationship between Futuro Health and AlliedUP is in part an attempt to design a built-in labor supply of highly-trained allied healthcare workers into the co-op. Futuro Health graduates who elect to transition into the co-op for employment will gain access to desirable job placements. AlliedUP becomes the employer of record for the graduates, and students are able to transition into jobs that are well-paid, benefited, well-fit for their expertise and needs, and committed to workers' asset growth. In addition to



## 2.2 LVN Cooperative

Futuro Health graduates, AlliedUP will recruit from the general population of licensed healthcare workers in the state, as well as make use of SEIU-UHW's network of tens of thousands of members and supporters who are licensed and certified healthcare workers. As with the Nursing and Caregivers Co-op, AlliedUP may be able to find willing partners in SEIU-UHW's existing hospital and clinic relationships that are open to collaborating on innovative initiatives.

### Funding Structure

SEIU-UHW provided initial funding for the Nursing and Caregivers Cooperative and AlliedUP. As a result of collective bargaining, SEIU-UHW in partnership with Kaiser Permanente raised **\$130 million** to fund Futuro Health to provide workforce training and help ease shortages of key allied healthcare classifications.

### Goals & Objectives

To respond to the gigification (shift toward 1099 contract work) of healthcare work, SEIU UHW-West's primary goal was to stop the erosion of worker voice and control in the healthcare and caregiving industry. Ultimately, the union sought better pay, and benefits, and work conditions for LVNs. Once the co-op was developed, the Local developed training opportunities and a staffing infrastructure to attract and grow union membership.

In California alone, the looming demand for allied healthcare workers is approximately **500,000** by 2024, with an annual demand of **65,000+** workers. Futuro Health's goal is to graduate **10,000** new licensed and/or credentialed allied healthcare workers by 2024 to meet the growing need. Futuro Health's education-to-work model supports candidates through career exploration and coaching, education financing, and determining the best pathway toward credential or licensure attainment.

### Key Learnings

Nursing and Caregivers Co-op still exists, although they are dormant because they are not currently contracted with any hospital or clinic to provide visits. They still carry liability coverage and are seeking new contracts.

1. **Collaboration with healthcare providers:** Collaborations with healthcare providers, such as St. John's Well Child and Family Center, have

shown that worker cooperatives can successfully contract with established healthcare organizations to provide services, expanding opportunities for cooperative members and benefiting patients.

2. **Training and job placement partnerships:** The partnership between SEIU-UHW, Futuro Health, and AlliedUP highlights the importance of a comprehensive approach that combines workforce training, job placement, and supportive staffing infrastructure to address workforce shortages and ensure a sustainable labor supply for the cooperative.
3. **Collective bargaining creates opportunities to secure funding:** The financial support and investment from SEIU-UHW and Kaiser Permanente demonstrate the value of collective bargaining and partnerships in securing funding for cooperative initiatives and workforce training programs.
4. **Set clear, ambitious goals:** The goal of graduating **10,000** new allied healthcare workers by 2024 through Futuro Health emphasizes the need for scalable solutions and education-to-work models to meet the growing demand for healthcare workers, while also providing career pathways and support for individuals seeking to enter the field.

### Metrics & Outcomes

- » Successful recruitment of LVNs from the communities they were serving, to align cultural competence and language skills
- » Home visit appointment cancellation rate dropped from **50%** to below **10%**
- » The number of CPSP visits increased an average of **50%**, generating additional per patient reimbursement revenue of **\$205/visit** for St. John's
- » Fewer than **1%** of visits required a call to the supervising physician or RN.

### Additional Resources

- » [H2H - Sacramento Works](#)
- » [Futuro Health](#)
- » [Human Touch Healthcare - Futuro Health](#)
- » [Sterile Processing Technician Program - Futuro Health](#)
- » [Emergency Room Technician Program - Futuro Health](#)



## 2.3 Co-op Cincy



Source: [Co-op Cincy](#)

**Location:**  
Cincinnati, OH

**Year Founded:**  
2011

**Focus Area:**  
Labor Organizing &  
Worker Cooperatives

### Description

Originally named the Cincinnati Union Cooperative Initiative, [Co-op Cincy](#) is a nonprofit union co-op incubator founded in 2011. Inspired by the Mondragon cooperative model from Spain, Co-op Cincy launched its first unionized cooperative in 2012, the “Our Harvest” food hub. The network has grown to include **14** worker cooperatives in total, including a day care, a cleaning business, and a massage therapy business.

### Target Population

Underserved and historically marginalized groups in Cincinnati, including women and people of color.

### Collaborators

The four co-founders of Co-op Cincy included leaders from the union and labor organizing community – all of whom were deeply influenced by the success of the Mondragon model and committed to bringing worker cooperatives to Cincinnati. [These founders included:](#)

- » **A delegate** to the Cincinnati AFL-CIO Labor Council from the Machinist’s Union,
- » **A nonprofit coordinator** from the Intercommunity Justice and Peace Center, a local nonprofit that had been organizing trips for local civic leaders to visit Mondragon
- » **A union organizer** with the United Food and

Commercial Workers (UFCW) Local 75

- » **An immigrants rights organizer**

Other key collaborators in launching and sustaining the model include:

- » **United Steelworkers:** seed funding and board representation
- » **United Food and Commercial Workers (UFCW):** funding
- » **Mondragon Corporation:** consulting on model/strategy
- » **Ohio Employee Ownership Center (OEOC):** market analysis
- » **Ohio State University Ohio Cooperative Development Center (OCDC):** market analysis
- » **Intercommunity Justice and Peace Center (IJPC):** community support
- » **Cincinnati AFL-CIO Labor Council:** board representation
- » **The Cincinnati Building Trades Unions:** board representation

### Funding Structure

Local labor unions provided key funding early on for Co-op Cincy. This funding included:

- » A zero-interest loan of **\$12,000** from The United Steelworkers Sub-District 5, to be used toward



## 2.3 Co-op Cincy

the **\$20,000** total needed for a market analysis from the Ohio Employee Ownership Center on the manufacturing cooperative model for Cincinnati.

- » **\$10,000** from UFCW Local 75 to fund an OCDC market study on Our Harvest (food hub)
- » Additional **subsidy from UFCW in the form of labor**, allowing their organizer to devote **70%** of her time as a staff person to the launch of Our Harvest
- » A sizeable grant from the Cincinnati Federation of Teachers for Co-op Cincy to complete a study on the potential for worker ownership among preschool teachers and childcare workers

Current funding for Co-op Cincy comes from a [variety of donors](#), including labor, banks, foundations, religious organizations, individuals, and government entities (e.g. U.S. Office of Refugee Resettlement).

- » **\$366,000** loaned to co-op businesses from 2018 - 2021
- » **\$702,960** - total income in 2021
- » **\$6.4 million** has been raised for co-ops since inception

### Goals & Objectives

Co-op Cincy aims to nurture a resilient, interconnected network of worker-owned businesses in Greater Cincinnati. Their simply stated goal is "an economy that works for all." By expanding worker ownership, the co-op hopes to:

- » Support family-sustaining jobs (free from the reality and threat of poverty)
- » Provide ownership opportunities to people from underserved and historically marginalized groups
- » Nurture businesses accountable to communities (where resources are shared more equitably)

### Key Learnings

1. **Collaboration and Partnerships:** Co-op Cincy's success is attributed to its collaborative efforts with labor unions, nonprofit organizations, academic institutions, and government entities, highlighting the importance of working together and leveraging diverse expertise and resources.
2. **Seed Funding and Financial Support:** Initial seed

funding from local labor unions and ongoing financial support from various sources have played a crucial role in enabling Co-op Cincy to conduct market analyses, launch initiatives, and conduct studies, emphasizing the need for sustainable financial backing.

3. **Influence of Mondragon Model:** Drawing inspiration from the successful Mondragon cooperative model in Spain, Co-op Cincy has adapted its principles to develop a network of worker-owned businesses, demonstrating the potential for replicating successful cooperative models in different contexts.
4. **Empowering Underserved and Marginalized Communities:** Co-op Cincy's focus on women and people of color highlights the ability of worker cooperatives to provide ownership and employment opportunities to historically marginalized groups, contributing to greater economic inclusivity and equity.
5. **Training and Education:** Co-op Cincy's commitment to training and educating individuals about worker-ownership enhances awareness, builds capacity, and promotes the understanding of cooperative principles, fostering the development of a cooperative ecosystem.
6. **Impact Measurement:** Through tracking metrics such as employment numbers, demographic representation, and training participation, Co-op Cincy effectively measures its impact, allowing for evaluation, continuous improvement, and demonstrating the positive outcomes of its initiatives.
7. **Challenges of Expansion:** Co-op Cincy's growth journey has involved overcoming challenges in securing funding, navigating regulatory frameworks, accessing markets, and addressing industry-specific barriers, underscoring the need for ongoing support and resources to support the expansion of worker-ownership initiatives.

### Metrics & Outcomes

Since its founding, Co-op Cincy's impact has included:

- » **100+** individuals employed in their co-op network,
- » **75%** of whom are people of color and
- » **66%** of whom are women
- » **1,300+** individuals trained annually about worker-ownership



## 2.4 New Era Windows Cooperative



Source: [TWW](#)

**Location:**  
Chicago, IL

**Year Founded:**  
2008,  
became employee-owned in 2013

**Focus Area:**  
Union-building,  
worker cooperative

### Description

The story of [New Era Windows Cooperative](#) in Chicago exemplifies the crucial role labor unions can play in supporting worker-led cooperatives. When the factory faced closure in 2008, the workers occupied the premises and gained public support. They negotiated a settlement for their rights. In 2012, when the factory faced closure again, the workers occupied it once more to negotiate the right of first refusal. With union support, they secured the right and obtained the necessary capital to purchase the company's assets at a reduced price. They formed New Era Windows Cooperative, demonstrating the power of unions in facilitating worker ownership and cooperative development.

### Target Population

Manufacturing union workers seeking to buy out owners and/or form cooperatives.

### Collaborators

UE labor lawyer & the Working World (nonprofit focused on building cooperatives)

### Funding Structure

With the help of their union and The Working World,

the workers were able to form a relationship with a liquidation firm in order to move forward with a deal. Once a deal was struck, The Working World provided the workers with a loan with non-extractive terms of repayment.

New Era Windows did not technically purchase a business. The workers purchased assets from the former factory, which were auctioned by its creditors. The workers had the option to decide which assets to purchase and the equipment they chose went for a total of **\$430,000**

[The Working World](#) has a unique model that only secures financing with collateral purchased with the loan and does not use personal guarantees. To offset risk, the Working World provided extensive technical assistance to New Era Windows to increase the likelihood of the company's success, which is subsidized with Grant funding. Although some of the funding for the new era Windows transaction is secured with access purchase with funds provided by the Working World, an estimated **50%** of **75%** of the funding is unsecured.

» The Working World **\$430,000**

- **10 year** term loan at **5%** for **\$430,00** asset purchase, fully secured by equipment purchased with loan (which was bought at salvage price).

» The Working World **\$200,000**

- **10 year** term loan at **5%**, plus the equivalent of one member's profit share. Interest accrues, but repayment only when the company is profitable. Unsecured



## 2.4 New Era Windows Cooperative

- » The Working World **\$200,000**
  - Line of credit at **5%**. Secured with any materials purchased with the funds
- » Work-Owner Equity **\$20,000**
  - Equity buy-in set at **\$1,000** per member

### Goals & Objectives

Better vacation time, improved severance pay policies, and right of first refusal.

### Key Learnings

#### Opportunities:

1. **Leveraging Existing Worker-Owners:** Existing workers possess valuable skills and knowledge, making them crucial for filling capacity gaps and ensuring successful cooperative management.
2. **Public Support and Media Attention:** The occupation of the factory garnered public support and media attention, creating a sympathetic narrative that contributed to the workers' success.
3. **Union Solidarity and Negotiation Power:** The strong union support and negotiation skills enabled the workers to secure rights of first refusal and negotiate ownership rights, laying the foundation for cooperative development.

#### Challenges:

1. **Lack of Administrative and Sales Staff:** The absence of administrative and sales staff initially hindered profitability and operational efficiency, highlighting the need for specialized roles in the cooperative.
2. **Capital Access and Asset Purchase:** Securing sufficient capital and navigating the purchase of assets presented challenges, requiring creative solutions such as forming partnerships with a liquidation firm and selecting specific assets for purchase.
3. **Capacity Gap Identification and Hiring:** Identifying genuine capacity gaps and hiring personnel with the necessary skills and experience is crucial to fill organizational needs and ensure long-term success.

### Metrics & Outcomes

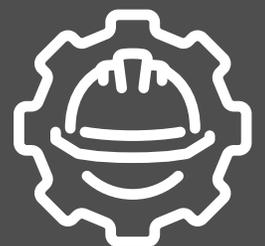
- » New Era currently has **20 employees** (16 members and 4 other employees) and generated **\$1M** in gross revenue in **2015**.
- » New Era is thriving: the company's sales are increasing dramatically, exceeding production records on a weekly basis—revenues have more than doubled each year they've been in business.

### Additional Information

[Case Study](#) (pages 31-35)  
[New Era FAQ](#)



# 3. Skill Building



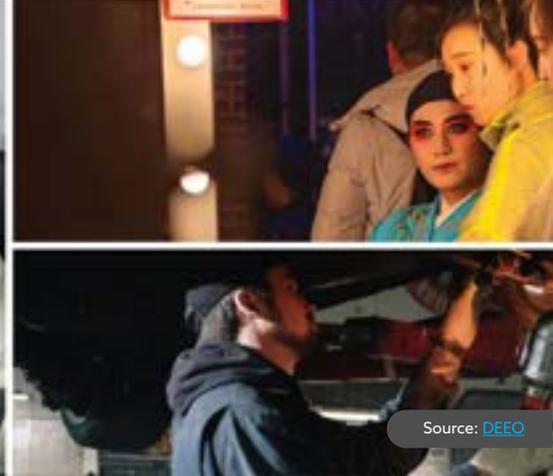
# 3.1 Hire Up Harris



**Location:**  
Harris County, TX



**Year Founded:**  
2022



**Focus Area:**  
Skill Building

Source: DEEO

## Description

Hire Up Harris is a workforce development initiative dedicated to supporting residents of Harris County who are seeking to improve their career prospects through access to high-quality technical or sectoral-based training, licenses, degrees, or other industry-recognized qualifications, coupled with career success career training, a concrete pipeline to employment, and wrap-around services and support. The aim of the Hire Up Harris program is to administer career support for residents allowing for pathways into high-quality jobs/careers that provide a living wage, provide benefits, and have the potential for economic advancement

## Target Population

Underemployed workers in Harris County

## Collaborators

Harris County [Department of Economic Equity and Opportunity \(DEEO\)](#) is the administrator of the Hire Up Harris program.

## Funding Structure

**\$10,077,849** in ARPA funds were allocated to create this program.

» **\$990,000** of the allocated ARPA program funds

will support program administration and evaluation of an expected **\$32M** in Workforce Development programs.

- » **Staffing:** These costs will cover the staffing of a full-time Project Manager, a Program Evaluation Contractor, and a Learning Cohort Facilitation Contractor.

## Goals & Objectives

It is the goal of Harris County to invest in **skills training and wrap-around support services** that can lift target populations underemployed, unemployed, dislocated workers, opportunity youth, people of color, women, and those without college degrees - from poverty and economic insecurity. Further, Harris County aims to **build capacity among organizations that provide workforce training** by establishing a Learning Group cohort to facilitate the sharing and uptake of best practices that will result in transformational outcomes.

## Key Learnings

1. **Importance of Skills Training:** Skills training is vital for empowering underemployed workers and expanding their access to higher-quality job opportunities.
2. **Holistic Approach to Support:** A holistic approach that provides wrap-around services and support is crucial in addressing the comprehensive needs of individuals seeking employment.
3. **Collaboration and Partnership:** Collaboration and



# 3.1 Hire Up Harris

partnerships with organizations, stakeholders, and employers are essential for establishing a concrete pipeline to employment.

4. **Equity & Inclusion:** The program's focus on targeting underrepresented populations highlights the commitment to equity and inclusion in workforce development.
5. **Knowledge Sharing & Continuous Improvement:** Creating spaces for knowledge sharing and continuous improvement within the workforce development sector is essential for promoting best practices.
6. **Program Evaluation & Accountability:** Program evaluation ensures accountability, guides improvements, and informs evidence-based decision-making in the initiative.

## Metrics & Outcomes

As a new program, there are not yet impact metrics available.



## 3.2 Skills for Life



**Location:**  
Detroit, MI

**Year Founded:**  
2021

**Focus Area:**  
Skill Building

### Description

[Skills for Life](#) is a component of the Detroit at Work program and is designed to provide job training and education to up to 2,200 Detroit residents over a three-year period. The program consists of two parts: the "Education" component and the "Work" component.

During the program, participants work three days a week with the City of Detroit's General Services Department, focusing on activities such as blight remediation, grounds maintenance, and other beautification efforts in the city. On the remaining two days, participants engage in vocational training or study to complete their high school diplomas or GEDs, depending on their educational needs. The paid training participants receive covers a range of activities, including earning their GED or high school diploma, obtaining a commercial driver's license, or learning to operate necessary equipment for their work.

Skills for Life not only offers education and training but also provides comprehensive support services to participants. These services include childcare subsidies, transportation assistance, utilities assistance, and housing referrals. The program aims to help participants achieve measurable skills gains, complete high school or obtain a GED, enroll in occupational training programs, earn industry-recognized credentials, improve functional reading or math competency levels, and engage in other skill-building activities related to their careers.

The duration of each participant's involvement in the

program varies depending on their specific training discipline. However, the goal is for participants to stay in the program for up to a year to maximize employment opportunities that align with their training. For instance, commercial driver's license training typically takes around four months, after which participants can test with the State of Michigan to obtain their CDL-A license and become eligible for employment as truck drivers.

### Target Population

Up to 2,200 unemployed or underemployed Detroiters

### Collaborators

Skills for Life is a paid work and training initiative created jointly by the City of Detroit and Detroit at Work.

- » [Detroit at Work](#) - Programmatic administrator. Initiative with the [Mayor's Workforce Development Board](#), the fiscal and administrative agent for workforce initiatives.
- » [City of Detroit](#) - Political leadership and job placement
  - [Detroit Employment Solutions Corporation \(DESC\)](#) is the lead agency for "Detroit at Work" which provides job placement, search, training, career advisement and other supportive services to tens of thousands of Detroiters every year. DESC is a nonprofit organization organized to carry out the City of Detroit's workforce strategic plan, goals, and objectives.



## 3.2 Skills for Life

The agency is a member of the Michigan Works Agency network, a partner of the [American Job Center](#) network, coordinated by the U.S. Department of Labor's [Employment and Training Administration \(ETA\)](#).

- [General Services Department \(GSD\)](#): Participants of the Skills for Life program work within the GSD on city beautification projects.
- » A variety of community partners refer participants to the program.

### Funding Structure

The Skills for Life program is funded through the city's allocation of American Rescue Plan Act (ARPA) funds. Up to **\$75 million** will be invested in the program over three years. The funds will be used to pay for various training programs, as well as participant wages and expenses related to the program. A breakdown below is as follows:

- » **\$16,000,000 in ARPA funding for the Education** component of Skills for Life
- » **\$58,968,045 in ARPA funding for the Work** component of Skills for Life

### Goals & Objectives

The Skills for Life program aims to provide **2,200 Detroiters** with training, practical job skills, and pay, while producing significant physical improvements in neighborhoods across the city, including:

- » **7,000** commercial corridor properties cleaned
- » **1,500** commercial corridor properties painted
- » **5,000** trees along commercial corridors trimmed
- » **100** parks cleaned more frequently

Ultimately, the goals are to:

- » Expand and accelerate Detroit's blight removal
- » Remove barriers to higher education such as time and money
- » Create pathways to middle-class careers

### Key Learnings

1. **Job Training, Education, & Upskilling:** Participants receive vocational training and educational support to improve their skills and employment prospects. The program aims to help participants achieve measurable skill gains and earn industry-recognized credentials to enhance their employability.
2. **Partner with General Services Department:** Participants engage in blight remediation, grounds maintenance, and beautification efforts, contributing to physical improvements in the city. The program's goals include significant physical improvements in neighborhoods, such as cleaning commercial corridor properties, painting properties, trimming trees, and cleaning parks more frequently.
3. **High School Diploma or GED Completion:** Participants have the opportunity to complete their high school education, removing barriers to higher education and employment.
4. **Paid Training and Wages:** Participants receive compensation for their work and training activities, providing financial support during their involvement in the program.
5. **Comprehensive Support Services:** Participants have access to support services such as childcare subsidies, transportation assistance, utilities assistance, and housing referrals, addressing their various needs and prepare them for sustainable employment.

### Metrics & Outcomes

As a new program, there are not yet impact metrics available.

### Additional Resources

[Skills for Life FAQ](#)  
[Mayoral Announcement](#)  
[Overview Video](#)



## 3.3 Re:WorkNOW



Source: [Workforce Solutions](#)

**Location:**  
Travis County, TX

**Year Founded:**  
2020

**Focus Area:**  
Skill building for unemployed & underemployed

### Description

[Re:WorkNOW](#) is a rapid retraining and reskilling initiative low-income Austin and Travis County residents experiencing unemployment or underemployment due to the COVID-19 pandemic.

Case managers work with individuals to determine training interests, enroll them in short-term training courses, apprenticeship opportunities, and provide job search and placement assistance, including subsidized employment. Training courses align with the [Targeted Occupation List](#) identified for Central Texas by [Workforce Solutions Capital Area \(WFS\)](#) and the [Texas Workforce Commission](#). RE:WorkNOW offers a diverse range of trainings — in welding, HVAC, plumbing, cyber security and more — and new offerings are added based on demand.

Further, case managers provide supportive services while enrolled including childcare, transportation assistance, technology assistance such as laptops and mobile hotspots, educational assistance stipends while enrollees are in training, work-related payments, and subsidized employment while in work-based learning or apprenticeship programs.

Residents can use the [RE:WorkNow Access Hub](#) to digitally connect to rapid training programs in their area of interest:

- » Information Technology
- » Healthcare

- » Skills trades/manufacturing
- » Mobility (new)

### Target Population

Unemployed and underemployed residents of Austin and Travis County. Participants must be:

- » COVID-19 effected
- » **85%** or below the state median income
- » **18+** with right-to-work status (undocumented people ineligible)

### Collaborators

The City of Austin and Travis County contracted with [Workforce Solutions Capital Area \(WFS\)](#) to offer workforce development training for low-income Austin residents experiencing unemployment or underemployment due to the COVID-19 pandemic. WFS partnered with [Red Kite](#) to leverage their career assessment software to match local talent with profitable career pathways.

No-cost, rapid training programs are provided by:

- » [Austin Community College District](#)
- » [Local 286 Plumbers & Pipefitters Union](#)
- » [Skillpoint Alliance](#)
- » [Digital Creative Institute](#)
- » [Tech Talent South](#)



## 3.3 Re:WorkNOW

WFS also partners with various community-based organizations to refer participants to the program.

### Funding Structure

Travis County and the City of Austin approved **\$3.1 million** for Phase 1 of the RE:WorkNOW in October 2020. To fund phase II:

- » Travis County committed **\$6,381,053** in ARPA funds
- » The City of Austin committed **\$6,600,000** in ARPA funds

Together, the City of Austin and Travis County are granting [\\$12.3M in new resources to WFS Capital Area through ARPA](#) for the continuation of RE:WorkNOW. Phase II will continue its mission of connecting local residents to quality training and job placement in high demand industries such as IT, healthcare, skilled trades, and manufacturing.

### Goals & Objectives

[RE:WorkNOW](#) is a rapid training effort within the Austin Metro Area Community Workforce Plan, designed to assist **260** of the City of Austin and Travis County's approximately **50,000** jobless residents connect to no-cost, rapid, and safe training. The aim is to provide local workers the skills and knowledge necessary to acquire quality, higher-paying careers in high-growth industries such as healthcare, skilled trades, advanced manufacturing, and information technology.

### Key Learnings

1. **Comprehensive Workforce Development:** The program takes a comprehensive approach to workforce development by offering various services and support to individuals. It not only focuses on short-term job training but also provides job search and placement assistance, supportive services, and subsidized employment opportunities.
2. **Diverse Training Opportunities:** The program offers a range of training courses aligned with the Targeted Occupation List for Central Texas. Examples of short-term training courses previously provided include Software Developer, Commercial Driver's License, Multi-Craft Core

Curriculum, Certified Production Technician, Phlebotomy, HVAC, Administrative/Office, and Medical Assistant. These courses aim to equip participants with the skills and qualifications needed for in-demand jobs in the region.

3. **Supportive Services:** Re:WorkNOW recognizes that individuals may face barriers to employment beyond training, and therefore, it offers supportive services. These services include childcare assistance, transportation assistance, digital access, and educational assistance stipends. By addressing these needs, the program aims to remove obstacles that may hinder participants' ability to secure and maintain employment.
4. **Clear Metrics & Target Population:** The program aims to serve **260** City of Austin residents who are unemployed, underemployed, earning less than **85%** of the State Median Income, and age **18** or over with right-to-work status. By focusing on individuals in these categories, Re:WorkNOW is specific about who will be served by this program and who will not.
5. **High Cost Per Participant:** At nearly **\$50,000** per participant, the Re:WorkNOW program requires significant financial support to provide the robust services available to eligible residents. If partners in Stockton were to adopt a similar initiative, it would be important to secure adequate funding to ensure the program was able to offer the kind of training and support that is necessary to make the program successful.

### Metrics & Outcomes

Because the Re:WorkNOW program is new, impact and outcome metrics have not been released. Here are impact reports from the WFS Capital Area overall:

[Year 2 Impact Report](#)  
[Impact Report 2022](#)

### Additional Resources

- » [Press Release](#)
- » [Austin Metro Area Community Workforce Plan Year Two Report 2018-2019](#)
- » [Austin's Hire Local Plan](#)



# 3.4 Grow Apprenticeship California



Source: [Grow Apprenticeship California](#)

**Location:**  
[Communities across California](#)

**Year Founded:**  
2015

**Focus Area:**  
Skill Building,  
Apprenticeships

## Description

[Grow Apprenticeship California \(GAC\)](#) works to support California's apprenticeship system through the creation of a community of practice and technical assistance that encourages and helps support the creation of apprenticeship opportunities in California.

An initiative of the Foundation for California Community Colleges, GAC is a 501(c)(3) nonprofit that supports the Community College system through diverse and far-reaching programs that touch on key issues in California and throughout the nation, including workforce development, student success, air quality, technology, healthcare, and learning programs for at-risk students. GAC helps to expand and scale apprenticeships in new and innovative sectors, and pre-apprenticeship programs with the goal of connecting all Californians to good jobs with family-sustaining wages and advancement opportunities.

Grow Apprenticeship California includes two projects; California Apprenticeship Initiative and Apprenticeship Expansion Project.

- » **California Apprenticeship Initiative:** The California Apprenticeship Initiative is a grant opportunity offered by the California Community Colleges Chancellor's Office to support the establishment of new apprenticeships and pre-apprenticeship training programs. The Foundation provides technical assistance to over **100 projects** and **20 sectors** through coaching, to increase student

and employer engagement and foster a shared community of practice for college supervisors of apprenticeship programs.

- » **Apprenticeship Expansion Project:** In 2019, The Irvine Foundation Better Careers Initiative awarded funding to the Foundation for California Community Colleges to support apprenticeship readiness and expansion throughout California community colleges. Through this funding, we have established the Apprenticeship Expansion Project, which seeks to expand the knowledge and network of practitioners interested in learning, creating, and expanding New and Innovative Apprenticeships in the state with the goal of connecting low-income Californians to good jobs with family-sustaining wages and advancement opportunities.

A **California registered apprenticeship is characterized by five main components**, each with an associated quality standard:

1. Programs provide both on-the-job-training and job-related classroom instruction; the classroom curriculum is critiqued and approved by a local education agency.
2. Participants are paid by the employer during the apprenticeship, and compensation follows wage progression scales.
3. On-the-job training is conducted in a work setting with the guidance of a more senior employee.
4. Programs meet California's minimum hours for registration: **144 hours** of classroom instruction



## 3.4 Grow Apprenticeship California

and **2,000 hours** of on-the-job training.

5. Participants who complete the program receive an industry-recognized credential.

### Target Population

Underserved populations, including women, persons of color, foster youth, parolees, and veterans.

### Collaborators

- » [Foundation for California Community Colleges](#)
- » [California Community College](#)
- » [Social Policy Research Associates](#)
- » [California Workforce Development Board](#)
- » [ApprenticeshipUSA](#)
- » [James Irvine Foundation](#)
- » [California Division of Apprenticeship Standard](#)
- » [California Labor Federation](#)
- » [High Road Alliance](#)

### Funding Structure

- » **\$70M** in start-up funding to establish pre-apprenticeship and apprenticeship programs in high-growth industries, supported by the California Community College's Chancellor's Office, in partnership with the Division of Apprenticeship Standards
- » **State and Federal:** The United States federal government and the state of California have made a joint commitment to expand apprenticeship programs, recognizing them as effective strategies for fostering the advancement of workers into higher-wage jobs, promoting career mobility, and addressing the evolving needs of the 21st-century workforce. Significant financial investments have been allocated at both the state and federal levels. Several funding initiatives supporting this program include but are not limited to the Apprenticeship Innovation Fund, Apprenticeship Building America, Women in Apprenticeship and Nontraditional Occupations (WANTO), and California Apprenticeship.
- » **Philanthropic:** Although it is unclear from public

information how much funding GAC has received from philanthropic sources, the Foundation for California Community Colleges, the James Irvine Foundation, and other big donors have contributed heavily.

To ensure the success of apprenticeship programs, the [Apprenticeship Funding Matrix](#) outlines various funding opportunities, including details about the administering agency, purpose, funding amount, eligible applicants, application requirements, and additional sources of information.

### Goals & Objectives

By 2029, increase the number of apprenticeships in California from **93,365** to **500,000** apprenticeships.

The Foundation for California Community Colleges [Apprenticeship Support Network \(ASN\)](#) team leads the Grow Apprenticeship California community of practice-centric approach to technical assistance with the following goals in mind:

- » **Enhancing** cross-sector understanding and coordination among statewide and regional partners, including workforce, education (K-12 and community colleges), and community organizations;
- » **Driving** the expansion of new and innovative pre-apprenticeships, enhanced on-the-job training, and registered apprenticeships as pathways for low-wage workers and young adults to secure middle-skill jobs in California;
- » **Increasing** the capacity of new, expanding, and innovative apprenticeship programs (pre-apprenticeship, enhanced on-the-job training, and registered apprenticeships) access to funding to ensure sustainability;
- » **Disseminating** effective practices in apprenticeship and pre-apprenticeship program design and delivery, equitable practices, sustainability, and partner and employer engagement;
- » **Increasing** diversity, equity, and inclusion in California's registered new and innovative apprenticeship programs to support an equitable economic recovery;
- » **Bridging** education and workforce by developing partnerships with key apprenticeship stakeholders including state agencies, local workforce development boards, community-based



# 3.4 Grow Apprenticeship California

organizations, and policymakers;

All technical assistance offerings encourage continuous growth, learning, professional development, peer-to-peer networking, and thought-partnership opportunities. The technical assistance offered through our work includes:

1. Resource Development (toolkits, briefs, conference materials)
2. Webinars
3. Convenings (Peer Learning Circles, Learning Labs, Learning Luncheons)
4. Participatory virtual events (webinars, workshops, cohort calls)
5. Moderating online community of practice platforms (LinkedIn and Vision Resource Center)
6. Developing strategic partnerships with local education agencies, workforce development boards, and other key apprenticeship stakeholders.

## Key Learnings

### Opportunities:

1. **Increased Apprenticeship Opportunities:** Grow Apprenticeship California aims to increase the number of apprenticeships in California from **93,365** to **500,000** by 2029, presenting a significant opportunity to provide more individuals, especially underserved populations, with access to quality apprenticeship programs and career advancement.
2. **Collaboration and Coordination:** The initiative fosters collaboration and coordination among statewide and regional partners from workforce, education, and community organizations. This collaborative approach can lead to enhanced understanding and cooperation across sectors, allowing for the development of comprehensive and effective apprenticeship programs.
3. **Technical Assistance and Resources:** Grow Apprenticeship California provides technical assistance and resources to support the establishment and expansion of apprenticeship programs. This assistance can help organizations navigate the complexities of program development, funding opportunities, and best practices, ensuring long-term sustainability and success.

### Challenges:

1. **Funding Availability:** While there have been significant state and federal investments in apprenticeship programs, securing adequate funding remains a challenge. The initiative may need to continually seek additional funding sources to support the ambitious goal of expanding apprenticeships and ensuring their sustainability.
2. **Reaching Underserved Populations:** The target population of Grow Apprenticeship California includes underserved populations such as women, persons of color, foster youth, parolees, and veterans. Reaching and engaging these populations can be challenging due to various barriers, including limited awareness, access, and support systems.
3. **Program Scalability:** Scaling apprenticeship programs requires careful planning and coordination to ensure the availability of sufficient resources, qualified trainers, and industry partnerships. Scaling too quickly without adequate infrastructure and support may result in program inefficiencies and quality concerns.

## Metrics & Outcomes

**100+** CAI grantees supported since 2015 in the sectors of:

- » Agriculture
- » Advanced Manufacturing
- » Aerospace
- » Culinary
- » Early care & Education
- » Food Safety
- » Health care
- » Hospitality
- » Information & Communications technology
- » Maritime

## Additional Information

[CAI Fact Sheet](#)  
[GAC One-Pager](#)  
[Research & Reports](#)



# 3.5 'Micro-Pathways' program



Source: [Education Design Lab](#)

**Location:**  
Pima County, AZ

**Year Founded:**  
2020

**Focus Area:**  
Skill Building

## Description

'Micro-Pathways' program provides participants with financial support to access short-term programs that lead directly into in-demand jobs with family-sustaining wages. The county will also support apprenticeships and other workforce programs focused on high-growth career fields. Micro-pathways are defined as two or more stackable credentials that can be packaged together to quickly connect learners to employment in high-growth careers. Sometimes called "nano degrees," these non-credit programs, along with for-credit certificates, have become the fastest-growing learning offerings at community colleges nationwide over the last year.

## Target Population

The 60% of Americans without degrees

## Collaborators

- » [Pima Community College](#) - administrator
- » [Education Design Lab \(EDL\)](#) - funder
- » [City of Tucson](#) - employer of participants

## Funding Structure

- » **\$100,000 implementation grant from EDL** Education Design Lab's (EDL) Community College

Growth Engine (CCGE) supported by over **15** foundations & investors

- » **\$5,340,676** in ARPA funding
- » Pima Community College has leveraged **\$1 million** in grant money and brokered employment agreements with the City of Tucson to train the region's homeless population using the micro-pathways model

## Goals & Objectives

Help community colleges transform and attract more students

## Key Learnings

### Opportunities:

1. **Expanded Reach:** The Micro-Pathways program has successfully reached and engaged a significant number of adult learners who were previously not accessing traditional educational programs.
2. **Responsive to Labor Market Needs:** By focusing on high-growth career fields and providing stackable credentials, the program aligns with the skills and qualifications needed for in-demand jobs, increasing their chances of finding employment with family-sustaining wages.
3. **Partnerships with Community Stakeholders:** Collaborating with Pima Community College, the Education Design Lab, and the City of Tucson has



# 3.5 'Micro-Pathways' program

provided valuable support and resources for the implementation of the program.

## Challenges:

1. **Scaling and Sustainability:** While the initial results are promising, scaling the program to accommodate a larger number of participants may pose challenges. Ensuring the availability of resources, funding, and qualified instructors to support a growing number of learners can be a complex undertaking.
2. **Retention and Completion Rates:** It is essential to monitor the retention and completion rates of participants in the program. Stackable credentials and non-credit programs may require additional support structures and strategies to ensure learners stay engaged and successfully complete their chosen pathways.
3. **Equity and Access:** While the program aims to reach individuals without degrees, it is crucial to ensure that the program is accessible and equitable for all members of the target population. Addressing barriers to participation, such as affordability, transportation, childcare, and digital access, can enhance the program's effectiveness and reach.

## Metrics & Outcomes

"We have 4,000 adult learners expressing interest in the eight pathways we have created, and these are people we never would have reached with our traditional programs," Pima Chancellor Lee Lambert told an audience at the national American Association of Community Colleges (AACC) conference in New York City.

## Additional Resources

- » [Communities Continue to Build a Strong Economy By Deploying State and Local Fiscal Recovery Funds](#)
- » [Community College Growth Engine](#)
- » ["Micro-pathways": An Urgent Solution to Transform Community](#)



## 3.6 Calumet Manufacturing Industry Sector Partnership (CMISP)



Source: [CMISP](#)

**Location:**  
Chicago, IL

**Year Founded:**  
2017

**Focus Area:**  
Skill Building

### Description

The [Calumet Manufacturing Industry Sector Partnership \(CMISP\)](#) is a network of over **30 manufacturing businesses**. The network of business leaders – supported by community partners – works to strengthen manufacturing in the Calumet region. The Partnership provides a variety of adult- and youth-oriented workforce-development resources to manufacturers, including funding for on-the-job training for new or existing hires, apprenticeship programs, and paid **8-week** internships for **18-24 year old** participants. CMISP follows the [Next Generation Sector Partnership](#) model for business-led, community-supported partnerships.

### Target Population

Youth and local residents of Chicago's Southland

### Collaborators

Key community and government partners that support the coordination and implementation of the Partnership's priorities include:

- » [Chicago Southland Economic Development Corporation](#) (CSEDC),
- » [Chicago Cook Workforce Partnership](#)
- » [Calumet Area Industrial Commission](#) (CAIC)

- » [Chicago Federation of Labor](#) (CFL)
- » [OAI, Inc.](#)
- » [Illinois Manufacturing Excellence Center](#) (IMEC)
- » [Chicago Metro Metal Consortium](#) of the Cook County Bureau of Economic Development

### Funding Structure

CMISP received its initial funding from the [Chicagoland Workforce Funder Alliance \(CWFA\)](#) – a funder collaborative originally launched by five founding workforce funders: the Chicago Community Trust, the Joyce Foundation, the Lloyd A. Fry Foundation, the Robert R. McCormick Foundation and the Polk Bros. Foundation.

- » In 2017, CWFA co-invested with the Cook County Bureau of Economic Development to plan and launch CMISP.
- » In 2018, the Funder Alliance secured **\$125,000** in funding through the National Fund for Workforce Solutions and Boeing. These funds were invested with CMISP in On-the-Job Training for Calumet residents seeking employment in manufacturing.

### Goals & Objectives

CMISP addresses the skills gap and provides meaningful career opportunities for local residents by increasing awareness about the industry, promoting careers in



## 3.6 Calumet Manufacturing Industry Sector Partnership (CMISP)

manufacturing, and aligning training and curriculum with industry needs.

### Key Learnings

1. **The importance of business-led, community-supported partnerships:** CMISP follows the Next Generation Sector Partnership model, which emphasizes the involvement of business leaders supported by community partners. Collaboration among businesses, government entities, and community organizations ensures that the partnership's efforts are aligned with the needs of the manufacturing industry and are supported by key stakeholders in the community.
2. **Collaboration with educational institutions:** CMISP recognizes the importance of partnerships with schools and training providers to address the skills gap and promote manufacturing careers. By working closely with educational institutions, CMISP can identify foundational skills required for manufacturing careers and align curriculum and training programs accordingly.
3. **Continuous assessment of industry needs:** CMISP acknowledges the dynamic nature of the manufacturing industry and the evolving skill requirements. The iterative process of adjusting training and curriculum to align with industry needs ensures CMISP meets the changing demands of the industry.
4. **Promoting awareness and changing perceptions:** One of the challenges CMISP faces is the perception of manufacturing careers among the target population. To address this, CMISP organizes initiatives such as "Taste of Manufacturing" tours with local high school officials/counselors to dispel misconceptions and promote manufacturing as a viable career option.
5. **Leveraging funding partnerships:** CMISP has successfully secured funding partnerships that have provided the support and resources needed to implement, expand, and sustain workforce development initiatives.
6. **Monitoring outcomes and impact:** By tracking metrics such as awareness levels, adoption of new curriculum, workforce placement, and employer engagement, CMISP can evaluate the success of their initiatives in addressing the skills gap and creating meaningful career opportunities in the manufacturing industry.

### Metrics & Outcomes

- » Partnerships and programming with schools to increase awareness about manufacturing careers among students, faculty, and staff
- » School & Manufacturer forums to identify foundational skills for careers in manufacturing
- » Adoption of new curriculum in area schools and training providers
- » Ongoing definition of critical jobs and skill needs to align training and curriculum to meet needs of industry
- » "Taste of Manufacturing" tours with local high school officials/counselors



## 3.7 Healthcare Apprenticeships with Staten Island Performing Provider System



Source: SLPPS

**Location:**  
Staten Island, NY

**Year Founded:**  
2017

**Focus Area:**  
Skill Building

### Description

The [Staten Island Performing Provider System](#) (SI PPS) is an integrated network of medical, behavioral, and social services agencies formed under the New York State Department of Health Delivery System Reform Incentive Payment Program in 2014.

To meet the demand for healthcare workforce development and expansion, SI PPS partnered with the College of Staten Island and SEIU/1199 Training and Education Fund in 2017 to sponsor an [apprenticeship program](#) and short- and long-term training strategies. Four apprenticeship programs for certified nurse aides (CNAs), Community Health Workers (CHWs), Certified Peer Recovery Advocates (CPRAs), and Certified Home Health Aides (HHA) are designed to improve the ability of Staten Island healthcare workers to address the opioid crisis.

### Target Population

The initial target population was nursing home health aides who were interested in increasing their skills and wages with additional credentials. This was expanded to include community health workers, peer recovery advocates, and other healthcare workers in Staten Island.

### Collaborators

- » [Richmond University Medical Center and Staten](#)

[Island University Hospital](#): Founders and co-leaders of the network

- » [College of Staten Island](#): Classroom instruction
- » [SEIU/1199 Training and Education Fund](#): Key healthcare union partner
- » Partners from higher education, organized labor, employers, and front-line staff like CNAs: Curriculum development
- » Nursing homes: On-the-job learning

### Funding Structure

Public information does not explicitly mention the specific funding sources for the apprenticeship program run by the Staten Island Performing Provider System (SI PPS). However, SI PPS partnered with the College of Staten Island and SEIU/1199 Training and Education Fund to sponsor the apprenticeship program and training strategies. It is possible that the funding for the program comes from a combination of sources, including government grants, philanthropic contributions, healthcare organizations, and partnerships with educational institutions and labor unions.

### Goals & Objectives

The apprenticeship programs' core objective was to address unmet training and job development needs among health care workers, specifically in skills needed to address the opioid crisis.



## 3.7 Healthcare Apprenticeships with Staten Island Performing Provider System

### Description

#### Opportunities:

1. **Meeting the demand for healthcare workforce development:** The partnership between SI PPS, the College of Staten Island, and SEIU/1199 Training and Education Fund provided an opportunity to address the growing demand for skilled healthcare workers in Staten Island. By offering apprenticeship programs and training strategies, they were able to meet the needs of healthcare workers interested in advancing their careers and acquiring additional credentials.
2. **Addressing the opioid crisis:** The apprenticeship programs were specifically designed to equip healthcare workers with the skills needed to address the opioid crisis. By training certified nurse aides, community health workers, certified peer recovery advocates, and certified home health aides, SI PPS aimed to improve the ability of healthcare workers to tackle the challenges posed by the opioid crisis.
3. **Collaboration among various stakeholders:** The involvement of multiple collaborators, including healthcare providers, the College of Staten Island, organized labor, and front-line staff, allowed for diverse perspectives and expertise in curriculum development. This collaboration likely contributed to the success of the programs and the positive outcomes achieved.

#### Challenges:

1. **Scaling up the programs:** The initial success of the apprenticeship programs, as evident from the increased number of slots for the CNA apprenticeship, highlights the challenge of scaling up such initiatives. As the demand for skilled healthcare workers grows, ensuring the availability of resources, instructors, and training opportunities for a larger cohort can be challenging.
2. **Sustaining employee engagement:** While the metrics indicate that all employees trained through the apprenticeship programs are still employed with SI PPS, sustaining employee engagement and retention over the long term may be an ongoing challenge. Healthcare workers may face various factors that impact their job satisfaction and career progression, and it will be crucial to address these factors to maintain a skilled and motivated workforce.

3. **Evolving training needs:** The healthcare industry is constantly evolving, with new challenges and advancements in care delivery. Keeping the training programs up-to-date and aligned with the changing needs of the healthcare workforce can be a challenge. Regularly assessing and updating the curriculum to incorporate emerging trends and best practices will be important to ensure the continued relevance and effectiveness of the programs.

### Metrics & Outcomes

#### As of 2019:

- » CNA Apprenticeship: Eight of nine students in the first CNA class passed both parts of the state certification exam on the first try. The ninth passed one part and retook the second. The program expanded from 9 to 40 slots.
- » CHW Apprenticeship: More than 32 students have completed CHW training with a 100% pass rate.
- » CPRA Apprenticeship: More than 90 students have been trained as CPRAs. They achieved a 92% pass rate for their certification courses, which are certified by the Alcohol and Substance Abuse Providers of New York State.

All the employees are still employed with SI PPS.



# 3.8 Youth Promotores Intern Program



Source: Youth Promotores

**Location:**  
Pima County, AZ

**Year Founded:**  
2017

**Focus Area:**  
Skill Building,  
Youth Enrichment

## Description

Latino Service Providers Youth Promotor Model provides young people with paid internships in Sonoma County. The [Youth Promotores](#) program places participants in various partner agency organizations while giving them ongoing training, coaching, and culturally responsive support to increase the number of skilled bilingual-bicultural workers that are ultimately valued, hired, and compensated by agencies in Sonoma County. There are six tracks within the program focused on mental health, emergency preparedness, housing advocacy, environmental education, resiliency research, and workforce development.

Promotores Profesionales, or Pro Promotores, is a **12-month** workforce development program that seeks to create entry-level community health worker opportunities by placing existing Youth Promotores participants **ages 16-25** in various partner agency organizations (listed in the collaborators section) to complete a meaningful project while providing ongoing training, coaching, and culturally responsive support.

## Target Population

Bilingual and bicultural students (ages 16-25) in Sonoma County

## Collaborators

[Latino Service Providers](#) places young people in

internship programs with:

- » **Nonprofits** - [Verity](#) & [Generation Housing](#)
- » [City of Santa Rosa Office of Community Engagement](#)
- » **Sonoma County** - [Regional Parks](#) & [Water Agency](#)

## Funding Structure

The Pro Promotores program is funded exclusively with **\$836,941 in ARPA funding** from Sonoma County. The other two tiers of LSP programs are funded with about **80% government grants** and **20% philanthropy**.

Specific funders include:

- » [CA Department of Public Health](#) - largest donor
- » Kaiser Permanente
- » Sonoma County Mental Health Services Act (MHSA)
- » American Red Cross
- » [Community Foundation of Sonoma County](#)
- » Sutter Health
- » [Community Mental Health Equity Project](#) (CMHEP)

## Goals & Objectives

The goal of the Youth Promotor Internship Program is to meaningfully engage the Latinx community on issues that impact health outcomes in Sonoma County, and



# 3.8 Youth Promotores Intern Program

inspire the future community health workforce. This program seeks to address the mental health, emergency preparedness, civic engagement, and environmental education inequities in the Latinx community of Sonoma County.

The long-term goal is to increase the number of skilled bilingual-bicultural workers that are ultimately valued, hired, and compensated well by agencies in Sonoma County, thereby leading to reduced economic and health disparities.

## Key Learnings

A formal program evaluation has not been released to determine the impact of ARPA funding, but these are key learnings from LSP programs overall:

- Importance of Existing Relationships and Trust:** The success of the program heavily relies on the relationships and trust established with partner organizations. Strong connections and trust contribute to the effectiveness of working with young, bilingual, and bicultural individuals.
- Empowering Confidence:** The program has shown positive outcomes in increasing participants' confidence levels, particularly in areas such as communication, goal setting, and navigating mental health resources. Building confidence is crucial for the personal and professional development of the participants.
- Enhancing Connectedness and Cultural Belonging:** The program focuses on fostering connectedness and cultural belonging among participants. By affirming their cultural heritage, the program helps participants feel grounded in their roots and proud of their identity. This leads to a stronger sense of connectedness within the program and extends to their communities.
- Building Agency to Seek and Provide Mental Health Services:** The program has a significant impact on participants' ability to seek and provide mental health services. Many participants actively assist family members or friends in accessing mental health resources, and some seek and receive mental health services for themselves. This showcases the program's effectiveness in empowering participants to address mental health needs.

## Funding Structure

Overall Reach: Since 2017, **168 Youth Promotores** have participated in the internship, completing over **5,000 hours** of training and service in over **200 community events and meetings**. The program has achieved over **26,000 social media touches** to date.

LSP uses a Results-Based Accountability (RBA) Framework to measure progress toward workforce development goals. RBA is a simple, plain language approach to measurement that puts the focus on the ends and works backward to the means. RBA enables policymakers, funders, and program administrators to identify how well they are doing in achieving a particular quality of life result and where they might need to make changes. In the RBA plan for the Pro Promotores LSP looks at the retention rate, the number and percentage of Pro Promotores who report a high level of satisfaction with the program, and the number and percentage of youth in the program who report an **increase in at least 3 out of 6 workforce development skills** defined by LSP.

### Confidence:

- » **97%** of Youth Promotores said the program increased their confidence in some way.
- » **74%** said the program built their confidence with communication or goal setting, while **46%** said the program built their confidence in navigating mental health resources.

### Connectedness and Cultural Belonging:

- » **68%** of Youth Promotores showed improvements on connectedness indicators.
- » For example, before the internship, **86%** agreed that their culture gave them strength, whereas **93%** agreed after the internship.
- » According to exit interview data, **95%** felt more connected to their peers and program staff, while **70%** felt more connected to family and **60%** to community as a result of the program.

**Agency to Seek Service:** The program has a profound impact on Youth Promotores' capacity to seek mental health services for themselves or assist others.

- » **49%** reported that they actively helped a family member or friend seek mental health services.
- » **14%** reported that they sought and received mental health services for the first time for themselves



## 3.8 Youth Promotores Intern Program

**Community Impact:** **98%** of community participants reported a positive change in knowledge as a result of attending a YP presentation (n=240).

**Problem & Solution** (these are metrics that LSP is required to track according to grant funding guidelines):

- » **17%** of Sonoma County students surveyed considered suicide in the past 12 months\*
- » **32%** of Sonoma County students surveyed felt chronic sadness or hopelessness in the past 12 months
- » **70%** of Sonoma County students surveyed felt anxious about the future\*\*

### Additional Resources

ARPA SLFRF [Quarterly Report, Q1 2023](#), (page 29)

Sonoma County [YouthTruth Survey](#)

[Afterschool Matters article](#)

LSP provides technical support, consultation, and training for organizations and agencies starting their own youth development program. They can be reached at 707-837-9577 or via email at [smanieri@latinoserviceproviders.org](mailto:smanieri@latinoserviceproviders.org).



# 4. Collective Impact



# 4.1 Opportunity Chicago



Source: [Opportunity Chicago](#)

**Location:**  
Chicago, IL

**Year Founded:**  
2006

**Focus Area:**  
Collective Impact

## Description

[Opportunity Chicago](#) was a collective impact initiative that placed more than 5,000 public housing residents in unsubsidized employment in key industries from 2006 to 2010.

Recognizing that disjointed services from multiple, uncoordinated organizations and agencies were not meeting the employment needs of hard to employ public housing residents, Opportunity Chicago formed to streamline services, improve efficiency, and reduce gaps. New partnerships built on the foundation of workforce development services the city offered, but provided additional, flexible resources as well as a platform for integrating existing services.

Through Opportunity Chicago, thousands of residents had access to an array of services designed to help meet their varying needs—including job readiness training, transitional jobs programs, contextualized literacy programs, customized skills training and bridge programs into technical training through City Colleges of Chicago. To help target training and education to career-path jobs in high-demand sectors, Opportunity Chicago's strategy focused on five industries: energy efficiency, healthcare, hospitality (retail, restaurant and hotel), manufacturing and technology.

Opportunity Chicago also provided a venue for stakeholders to meet and review outcome data, identify challenges, exchange information, discuss service delivery improvements, and propose plans to address symptomatic problems.

## Target Population

Public housing residents in Chicago, IL

## Collaborators

The first three organizations listed were the founding partners of Opportunity Chicago were:

- » [Chicago Housing Authority \(CHA\)](#) - provided seed funding and Salesforce system to track outcome data
- » [Mayor's Office of Workforce Development \(MOWD\)](#) - original City of Chicago partner that provided political leadership. The Mayor's Office of Workforce Development merged with the Chicago Department of Community Development (DCD) in 2008, and then DCD transitioned its workforce development programs to the Chicago Department of Family and Support Services in January 2010.
- » [Partnership for New Communities \(PNC\)](#) - a fund created by leading civic institutions and businesses to support the success of the Chicago Housing Authority's Plan for Transformation.
- » [Chicago Jobs Council \(CJC\)](#) - a nonprofit - came on early as the backbone organization for the initiative. These four entities provided decentralized leadership for Opportunity Chicago.
- » [Illinois Department of Employment \(IDES\)](#) - helped track outcome data such as participation in training programs, type of employment obtained, and employment retention.



# 4.1 Opportunity Chicago

A Strategic Advisors Group (SAG) was also convened to advise the initiative and guide strategy. Membership in the SAG evolved over time, and included national and local foundations, city agencies, the CHA, higher education institutions, the Chamber of Commerce, nonprofits, and the U.S. Department of Labor. SAG meetings were facilitated by CJC and used to review and offer advice on services delivery strategies, considered proposals, and advocated for policy and systems change. Membership included:

- » Annie E. Casey Foundation
- » Chicago Department of Community Development
- » Chicago Department of Family and Support Services
- » Chicago Housing Authority
- » Chicago Workforce Investment Council (CWIC) / Chicago Workforce Board
- » Chicagoland Chamber of Commerce
- » City Colleges of Chicago
- » City of Chicago, Office of the Mayor
- » The Illinois Department of Commerce and Economic Opportunity
- » The John D. and Catherine T. MacArthur Foundation
- » The Joyce Foundation
- » The Lloyd A. Fry Foundation
- » The Partnership for New Communities
- » U.S. Department of Labor
- » Women Employed

## Funding Structure

Seed funding for the initiative came from the Chicago Housing Authority budget, plus private funding raised by the Partnership for New Communities. From 2006-2010 the effort ultimately raised more than **\$27 million** from a combination of public and private sources, including: local, state, and federal government agencies; corporations; foundations; [Living Cities](#); banks; and the [National Fund for Workforce Solutions](#).

## Goals & Objectives

Opportunity Chicago set out with a specific goal – to place **5,000 public housing residents** in unsubsidized

employment between 2006 and 2010. Additional goals of the initiative included improving inter-agency coordination and streamlining service delivery through advanced skills training.

## Key Learnings

1. **Have an ambitious but actionable goal:** Opportunity Chicago started with a clear and specific goal of placing 5,000 public housing residents into unsubsidized employment within a defined timeframe. This concrete goal helped align and motivate partner organizations and ensured accountability for the initiative's success.
2. **Engage influential leaders for broad buy-in:** The initiative brought together the right stakeholders, including influential leaders from government agencies, foundations, nonprofit organizations, and employers. This strong collaboration and the credibility of the involved organizations helped garner support and participation from other organizations.
3. **Adaptive roles of backbone organization:** The Chicago Jobs Council (CJC) served as the backbone organization for Opportunity Chicago, but its role evolved over time. As the initiative progressed, partners were added and took on additional responsibilities.
4. **Continuous communication and data sharing:** Data collection, analysis, and dissemination were crucial for tracking progress, identifying challenges, improving services, and coordinating activities. The shared measurement system focused on individual resident outcomes and broader metrics related to housing and employment status.
5. **Leverage resources and partnerships:** Robust financial support and partnerships with key stakeholders allowed the initiative to allocate workforce development resources and job opportunities.
6. **Flexibility and adaptation:** Targeted working groups were formed to address specific needs and actions. These groups evolved as the initiative progressed and needs changed. The ability to adapt strategies based on learning and feedback was essential for the initiative's success.



# 4.1 Opportunity Chicago

## Metrics & Outcomes

Between 2006 and 2010, Opportunity Chicago successfully placed **5,696** public housing residents in jobs, exceeding their initial goal by **14%**. Other key outcomes metrics include:

- » More than **6,700** public housing residents participated in the initiative
- » **77%** of participants worked after exiting the program
- » The number of participants who worked increased in every year of the program
- » Over **50%** of placements were retained for two or more years.
- » Over **50%** of all participants saw an increase in average earnings.

## Additional Information

[A Partnership for Change: How Opportunity Chicago Helped Create New Workforce Pathways for Public Housing Residents](#)



## 4.2 The Industrial Commons (TIC)



**Location:**  
Western North Carolina

**Year Founded:**  
2015

**Focus Area:**  
Collective Impact,  
Employee Ownership

### Description

[The Industrial Commons](#) (TIC) is a 501c(3) that founds and scales employee-owned social enterprises and industrial cooperatives. TIC then supports these enterprises with a variety of programs and resources, including a capital loan fund, cooperative housing, a manufacturing campus, and workforce development and training.

This work is based on years of organizing and started with **Opportunity Threads** (an LLC), an immigrant-led cut and sew factory and Cooperative of the Year from the US Federation of Worker Co-ops in 2016. Opportunity Threads then partnered with Burke Development, Inc., our local economic development entity, to start the industry cooperative, the **Carolina Textile District**. The Industrial Commons 501c(3) was started in 2015 to build out this ecosystem model.

"Value chain networks coordinate demand and build voice, revitalizing our traditional industries in a way that builds on regional assets and prioritizes people and planet."

— Sara Chester, Co Executive Director of The Industrial Commons

### Target Population

Textile workers in Western North Carolina.

### Collaborators

Partners include cooperative lawyer [Steven Virgil](#), the [Manufacturing Solutions Center](#), the [K-12 public school system](#), the [North Carolina School of Science and Mathematics](#), local government, and other innovative cooperative ecosystems like [Poder Emma](#) in Asheville, which partners to create shared learning spaces through the [Power of the Commons](#).

### Funding Structure

TIC receives both public and philanthropic funding. The organization has managed [over \\$15M in grants](#) over the last **10 years** and stewarded **\$15M in investment**.

Funders include:

- » [Jobs for the Future](#)
- » [EPA](#)
- » [Autodesk Foundation](#)
- » [Dogwood Health Trust](#)
- » [Fund for New Leadership](#)
- » [Rockefeller Foundation](#)
- » [The Kendeda Fund](#)
- » Beyster Foundation
- » [USDA](#)
- » [US Dept of Commerce](#), and more.



# 4.2 The Industrial Commons (TIC)

## Goals & Objectives

TIC's goal is to fund and scale employee-owned enterprises and industrial cooperatives to build a new Southern working class that erases the inequities of generational poverty and builds an economy and future for all. By 2025, TIC aims to support **75** sustainable, innovative and equitable businesses and industry networks representing **10,000 workers**.

## Key Learnings

### Opportunities:

1. **Building Collaborative Ecosystems:** Creating partnerships with stakeholders such as cooperative lawyers, academic institutions, and local government opens up opportunities for knowledge sharing, resource pooling, and collective problem-solving.
2. **Leveraging Regional Assets:** Tapping into the existing textile industry in Western North Carolina allows for the utilization of regional expertise, infrastructure, and supply chains, fostering a competitive advantage and market opportunities.
3. **Addressing Generational Poverty:** By empowering workers through employee ownership, TIC has the opportunity to break the cycle of generational poverty, creating economic stability and upward mobility for individuals and communities.
4. **Creating Sustainable and Equitable Businesses:** By focusing on sustainability and equity, TIC can contribute to the development of businesses that prioritize social and environmental responsibility, appealing to conscious consumers and positioning themselves for long-term success.
5. **Fostering Skilled Training and Education:** Providing workers with training and education opportunities not only enhances their individual skill sets but also strengthens the overall workforce, contributing to the growth and competitiveness of the employee-owned enterprises.

### Challenges:

1. **Financial Sustainability:** Securing long-term funding and investment to support the growth and sustainability of employee-owned enterprises can be challenging, requiring ongoing efforts to diversify funding sources and attract investments.

2. **Scaling and Replication:** Scaling up the number of employee-owned enterprises and expanding the industrial cooperative model to other regions may pose challenges in terms of replicating successful strategies, adapting to different contexts, and ensuring consistent quality and impact.
3. **Overcoming Traditional Business Models:** Introducing the concept of employee ownership and cooperative models may face resistance from traditional business structures and practices, requiring advocacy, education, and a shift in mindset within the local business community.
4. **Workforce Development:** Meeting the demand for skilled workers in the textile industry and providing ongoing training and education to employees require strategic partnerships with educational institutions and continuous assessment of skill gaps and training needs.
5. **Equity and Inclusion:** Ensuring that the benefits of employee ownership and cooperative models are accessible to a diverse population, including marginalized communities and underrepresented groups, may require intentional efforts to address systemic barriers and promote inclusivity.

## Metrics & Outcomes

- » **5** social enterprises
- » **125** jobs created
- » **\$31.9 M** in revenue and business assets generated over 5 years
- » **62** businesses supported
- » **2,850** workers supported with skilled training, education, and resources
- » **38.16** acres under community control and in development

## Additional Resources

### [Overview Video](#)

[Read here about the formation and early years of CTD](#), winner of an IEDC Gold Award for Innovative Economic Development.

Mini-documentary "[Covering Community](#)"



## 4.3 Project Legacy and the Health and Justice Center



**Location:**  
County of Riverside, CA

**Year Founded:**  
Construction started in 2020

**Focus Area:**  
Collective Impact

### Description

[Project Legacy](#) is a public-private partnership between the Housing Authority of the County of Riverside and TruEvolution, which will provide housing and support services for people with HIV who might otherwise be homeless. Upon completion, Project Legacy aims provide supportive housing, a fitness center, career center, and wrap-around services, all available on one campus.

The plan includes the acquisition and reconfiguration of 5 existing residential units and one vacant commercial structure into **25 individual bedrooms**, which will provide **49 beds of transitional housing** to persons experiencing homelessness or at risk of homelessness and impacted by COVID-19.

During a tenant's stay at Project Legacy, tenant's will be equipped and prepared with the necessary skills to ensure their retention and quality of life once linked into permanent supportive housing. (more information on workforce development programming in Goals & Objectives)

### Target Population

Homeless individuals, especially vulnerable groups like LGBTQ youth, seniors, and individuals living with HIV or AIDS in Riverside, CA.

### Collaborators

- » [Housing Authority of the County of Riverside](#) - funds and supports
- » [TruEvolution](#) - administers the program and has a mission to fight for health equity and racial justice to advance the quality of life and human dignity of LGBTQ+ people.
- » [Old Riverside Foundation](#) - accepting donated items for reuse such as windows, cabinetry, tiles, door handles, etc.

### Funding Structure

- » In September 2020, the [County of Riverside](#) received a Homekey Program award for **\$4 million** to acquire six adjacent properties located on Brockton Avenue, 9th Street and University Avenue for Project Legacy.
- » County of Riverside also committed **\$2 million** from the county's portion of federal American Rescue Plan Act (ARPA).
- » The [City of Riverside](#) was awarded a **\$10 million** grant from the State of California to assist the non-profit TruEvolution in the development of Project Legacy.
- » On Oct. 19, 2021, the Board of Supervisors allocated **\$50 million** for the purpose of addressing homelessness through developing more affordable housing and providing shelter. The funds were divided into **five \$10 million investments** to each



## 4.3 Project Legacy and the Health and Justice Center

supervisorial district. These funds focus on projects and programs that serve as a pathway to transition into permanent housing with the necessary supporting infrastructure.

### Goals & Objectives

Provide **49 beds of transitional housing** to persons experiencing homelessness or at risk of homelessness and impacted by COVID-19. The goal is to preserve as much as possible and rebuild in alignment with neighborhood aesthetics.

The objective of Project Legacy is to improve quality of life for participants by providing **workforce development programming**, including job readiness assessments, career mapping, job searching, resume/cover letter drafting, mock interviews, and initial transportation assistance will be provided to ensure a tenant's economic stability. In addition, tenants will be assessed on their psychological and emotional readiness to matriculate into permanent supportive housing and will be offered supportive services to ensure their physical, social, and mental state is stable and resilient. These services include primary and specialty healthcare services, clinical therapy, support groups, harm reduction services, and other ancillary social services offered through the organization's Project Legacy Partners. These supportive services may include legal services, substance abuse counseling, and overall physical health.

### Key Learnings

1. **Public-Private Partnerships:** Collaboration between the Housing Authority of the County of Riverside and TruEvolution demonstrates the power of public-private partnerships in addressing homelessness and providing support services for vulnerable populations.
2. **Holistic Approach to Homelessness:** Project Legacy's comprehensive approach, including housing, workforce development programming, and wrap-around support services, emphasizes the importance of addressing the multiple needs of homeless individuals to improve their quality of life.
3. **Focus on Vulnerable Populations:** By targeting vulnerable groups such as LGBTQ youth, seniors, and individuals living with HIV or AIDS, Project

Legacy recognizes the specific challenges faced by these populations and tailors its services accordingly.

4. **Funding Diversification:** Securing funding from various sources, such as the Homekey Program, ARPA, state grants, and local allocations, highlights the importance of diversifying funding streams to support ambitious projects like Project Legacy.
5. **Community Engagement and Reuse:** Collaboration with the Old Riverside Foundation to accept donated items for reuse showcases the significance of community engagement and sustainable practices in construction projects, reducing waste and promoting environmental responsibility.

### Metrics & Outcomes

Program evaluation of the project has not occurred but will be conducted.



# 5. Job Placement & Retention



# 5.1 Star City Works



Source: [NLC.org](https://nlc.org)

**Location:**  
Roanoke, VA

**Year Founded:**  
2022

**Focus Area:**  
Job placement & retention

## Description

The **Star City Works** program, funded by American Rescue Plan Act (ARPA) funds allocated through the City of Roanoke, provides training, work-based learning opportunities, and wrap-around supportive services (transportation, childcare, food assistance, utility/mortgage assistance). The program is devoted to identifying the needs of employers in high-growth, high-potential sectors and filling any gaps that may exist in the local workforce.

## Target Population

Underemployed workers in the City of Roanoke

## Collaborators

The Greater Roanoke Workforce Development Board is the primary administrator of this program.

## Funding Structure

**\$3,000,000** in ARPA funding

## Goals & Objectives

The goal of Star City Works is to boost employment by providing:

- » Funding for existing workers to receive training,
- » Funding to provide customized training to secure new employees,
- » Tuition dollars for individuals to attend training and education,
- » Work-based learning opportunities including internships,
- » On-the-job training reimbursement,
- » Wrap-around supportive services (transportation, childcare, food assistance, utility/mortgage assistance, etc.) to assist individuals in completing training and employment activities.

## Key Learnings

### Opportunities:

1. **Enhanced Workforce Skills:** The program presents an opportunity to enhance the skills of underemployed workers through training and education, making them more competitive in the job market.
2. **Employer-Driven Training:** By identifying and addressing the needs of employers in high-growth sectors, the program can provide customized training that aligns with industry demands, increasing the chances of successful job placement.
3. **Work-Based Learning:** Offering work-based learning opportunities, such as internships, allows individuals to gain practical experience and develop relevant skills, increasing their



# 5.1 Star City Works

employability.

4. **Financial Support for Education:** Providing tuition dollars for training and education opens doors for individuals to pursue higher education and acquire specialized skills, expanding their job prospects.
5. **Wrap-around Supportive Services:** By addressing essential needs such as transportation, childcare, and food assistance, the program can help individuals overcome barriers to training and employment, ensuring higher success rates.

## Challenges:

1. **Sustainable Funding:** The program relies on ARPA funds, and securing sustainable funding in the long term may pose a challenge for ongoing operations and continuation beyond the initial funding period.
2. **Adapting to Changing Workforce Needs:** It can be challenging to continuously identify and address evolving workforce needs and ensure that the program remains aligned with industry demands.
3. **Coordination with Employers:** Collaborating with employers to design and implement effective training programs and secure job opportunities requires strong communication and coordination efforts.
4. **Outreach and Engagement:** Reaching and engaging the target population of underemployed workers may present challenges, requiring effective outreach strategies to ensure program awareness and participation.
5. **Retention and Advancement:** Ensuring that individuals not only secure employment but also retain their jobs and have opportunities for career advancement can be challenging, requiring ongoing support and mentorship initiatives.

## Additional Resources

- » [Workforce development program aims to help businesses and unemployed Roanoke residents](#)
- » [Star City Works Program to Support Roanoke City Businesses and Job Seekers](#)
- » [New Star City Works program will help get more return to workforce](#)

## Metrics & Outcomes

As a new program, there are not yet impact metrics available.



## 5.2 Employer Resource Networks (ERNs)



**Location:**  
Solano, CA

**Year Founded:**  
2022

**Focus Area:**  
Job placement & retention

### Description

[Employer Resource Networks](#) (ERN) aim to assist low-income workers with navigating access to social systems that provide sustained support, increased job retention, and access to economic mobility through the use of Success Coaches. ERNs are a nationally recognized best practice in supporting low-income workers. The ERN program in Solano County is still being developed and will use ARPA funding to get the program started and provide Success Coaches to employees at participating companies. The primary goal is to help companies retain employees.

The [Workforce Development Board of Solano County](#), a 501(c)(3) nonprofit, is working with ERN USA to build employer engagement and lead employer groups in the development of the local ERN parameters and structure. Right now they are trying to recruit businesses to participate in the program. They are working to recruit larger businesses but are open to providing a Success Coach to a collective small businesses if there is interest.

Once the ARPA funding runs out, Solano County plans to transition to a fee for service model. Typically, businesses pay membership fees that usually cover over half of the costs of the network, with the remaining funds leveraged through a combination of public funds, grants, and donations. ERNs also allow small and mid-size businesses to create economies of scale in addressing employee retention and mobility.

### Target Population

The focus of ERNs is to support entry-level and low-wage employees—many of whom receive public assistance; however, services are available to all employees of ERN member companies.

### Collaborators

- » Workforce Development Board of Solano County (501c3, not part of the county), will administer the program
- » Economic Development departments
- » Businesses that agree to join the program

### Other ERNs have collaborated with:

- » Chamber of Commerce (local/state)
- » Utility Companies
- » State ERNs

### Funding Structure

Solano County's ERN program received **\$200,000 in ARPA funding**. Once this funding runs out they plan to move to a fee-for-service model. In other places this has looked like:

- » Member employers invest in the ERNs by purchasing

# 5.2 Employer Resource Networks (ERNs)

shares of the ERN. Their investments finance the ERN's annual budget. The number of member employers and annual budgets vary.

- » Each ERN determines its own cost structure, but commonly used structures include the following: a flat-fee structure in which every member employer pays the same amount, a tiered flat-fee structure in which member employers' fees are based on the share of time that success coaches spend on site, or a use-rate fee structure that charges member employers based on the percentage of success coaches' time they use.

- [Fees range from \\$3,000 to \\$41,000 a year.](#)

- » While a majority of an ERN's funding comes from membership fees, a significant portion also comes from public funds, grants, and donations. ERNs usually receive start-up funding for their first year from grants, donations, or government subsidies for a portion of the membership dues. After the first year, member employers must cover the full operating costs.

differentiated from traditional employee assistance programs (EAPs). Success coaches provided by an ERN aim to establish one-on-one relationships built on trust. This relational model helps workers feel comfortable going to the success coach for assistance

- » [15 percent in standard ERNs remain a low rate of program participation, particularly in industries with large shares of entry-level, low-wage workers.](#)
  - The program may also not be serving the most disadvantaged workers at a firm due to selection bias
- » Limited by business engagement in the program, some businesses may be hesitant to participate or may terminate their participation during a recession. ERNs noted that employers need to be convinced of the financial return of ERNs for most to adopt the model
  - In one study of a failed ERN launch, recession fears may have reduced the pool of employers willing to invest in the ERN.

## Goals & Objectives

- » **Increased** employee engagement
- » **Improved** company culture and retention
- » **Informal** regional human resource networks
- » **Decreased** employee reliance on public assistance
- » **Increased** family financial stability

## Key Learnings

Solano County has found it difficult to get businesses to participate in the program. Without buy-in from business owners, decision-makers, and HR, the program does not work.

Nationally, some key lessons are:

- » ERNs could bolster businesses during an economic downturn by allowing firms to share layoff information and hire workers across firms. Survey research suggests that legacy ERNs can weather a recession, while startups struggle to gain their footing.
- » According to an employer in Ohio, the key to successful operation of an ERN is that it is

## Metrics & Outcomes

Solano County's program is too new to have any results. Nationally, results include increased employee productivity, increased employee qualification for higher-paid positions, decreased public assistance use, and an increased average employee retention rate of **95%**.

- » employee retention rates of **90% - 98%**
- » average employer ROI of **500%**
- » Evaluation of the WorkAdvance sites found that the program increased participant earnings by an average of **14 percent** (nearly **\$2,000** in annual income).

## Additional Resources

- » [Solano County SLFRF Report](#)
- » [American Enterprise Institute - A Review of Employer Resource Networks](#)
- » [Pathways to Work - Employer Resource Networks case studies](#)
- » [ERN USA](#)
- » [Issue Brief - Employer Resource Networks](#)

