A DECADE OF CHANGING LIVES

Celebrating the Extraordinary Collaborations of the National Fund for Workforce Solutions

November 29, 2017
THANK YOU TO OUR SPONSORS

The National Fund for Workforce Solutions is grateful to the sponsors of this event. Without their generous support, the celebration of this extraordinary collaboration would not be possible.

THE ANNIE E. CASEY FOUNDATION

JPMorgan Chase & Co.
10th Anniversary Program and Reception:
4:00PM – 7:30PM EST
Wednesday, November 29, 2017
National Press Club – Washington, D.C.

Program
“A Decade of Changing Lives”

Introductory Remarks
Fred Dedrick, President and CEO, National Fund for Workforce Solutions

Recognizing Frontline Workers and Program Participants
Remarks by Peter Scher, Head of Corporate Responsibility, JPMorgan Chase & Co.

Conversation with National Investors in Workforce Innovation
Julie Gehrki, Vice President, Walmart Foundation
Sarah Keh, Director, Corporate Giving and The Prudential Foundation
Mary Sellers, U.S. President, United Way Worldwide
Marci Hunn, Program Director, The Harry and Jeanette Weinberg Foundation
Moderated by: Whitney Smith, Executive Director of Global Philanthropy, JPMorgan Chase & Co.

Presentation of Awards to Hosts of National Fund Regional Collaboratives

Announcement by Sam Whiting, Director of Global Engagement, Boeing Commercial Airplanes

Closing Remarks by Peter Strange, Chairman, National Fund for Workforce Solutions

Reception
Opportunity to meet and learn from the workers, community leaders, and investors that have enabled this decade of extraordinary collaboration.

Congressional Briefing & Hill Visits
11:00AM – 12:00PM EST
Option of Personal Meetings
Thursday, November 30, 2017
Congressional Meeting Room North
United States Capitol Visitor Center
First St NE, Washington, D.C. 20515

In partnership with the National Skills Coalition, the National Fund is hosting a Congressional briefing to showcase how industry partnerships are helping workers, employers, and communities succeed. Attendees are encouraged to join the briefing and to meet with Congressional offices to discuss why effective workforce development programs are critical to their communities.

www.NationalFund.org
@National_Fund #NFMeeting
A DECade OF CHANGING LIVES AND STRENGTHENING COMMUNITIES

The National Fund raised $55m from 17 national funders

75 active partnerships operating in dozens of industries

64,462 credentials earned by program participants

65% of participants were workers of color

In 2016 550+ employers improved their policies to develop workers

More than 30,000 individuals obtained employment after training

2,000 employers currently engaged in industry partnerships

800 local funders investing together in evidence-based programs

50 companies recognized as exemplary employers

FOSTERING ‘SYSTEMS CHANGE’

A fundamental goal of the National Fund is to facilitate systems change i.e. better alignment of the education, philanthropic, public and community systems that shape conditions for workers and employers. Over the past decade, the National Fund has recorded hundreds of improvements to employer practices, training and education programs, and community partnerships.
HISTORY OF THE NATIONAL FUND FOR WORKFORCE SOLUTIONS

At a National Press Club event in September 2007, leaders from the Annie E. Casey, Ford, Hitachi, and Harry and Jeanette Weinberg Foundations and the U.S. Department of Labor shared their vision of a nation dedicated to engaged employers, skilled workers, and adaptive, resilient workforce practices and policies. With an initial investment of $25 million, those leaders launched the National Fund for Workforce Solutions with ambitions to engage one thousand employers, prepare fifty thousand workers for good jobs, and leverage more than $200 million in additional investments from local and regional co-investors.

Since then, the National Fund has helped to catalyze the development and growth of more than 30 regional funder collaboratives that have assisted more than 92,000 workers and job seekers, partnered with close to 5,000 employers and helped to leverage more than $315 million in local funding. National Fund collaboratives have organized more than 100 industry partnerships in a wide range of industries. By harnessing the expertise and resources of non-profit, business and philanthropic leaders, the National Fund network has far exceeded its initial goals and created lasting improvements to local, state, and federal workforce systems.
The National Fund was one of the first grant recipients of the Social Innovation Fund (SIF)—a rigorous federal program seeking to ‘find what works and to make it work for more people.’ The $15 million, five-year SIF grant allowed the National Fund to launch efforts in new communities and prove the effectiveness of its model. Through this public-private partnership, 28 communities received SIF support and improved the lives of tens of thousands of individuals. After nine years of support from Jobs for the Future, the National Fund formally launched itself as an independent organization in October 2016 and relocated its national office to Washington D.C.

Over the past decade, the National Fund has improved tens of thousands of lives, by partnering with employers, empowering workforce leaders to advocate for better policy, improving education and training systems, and encouraging investments in workforce development.

The National Fund network knows career advancement opportunities for workers require an accurate understanding of employers’ needs. Through its strategic initiatives, the National Fund and its network promote programs and practice that develop the skills of workers, improve the performance of businesses, foster the development of more effective training programs, and strengthen local communities.

**NATIONAL FUND INITIATIVES**

- **Advancing Retail Careers**
  » The National Fund is partnering with funder collaboratives, employers, community based organizations, and local stakeholders in multiple communities to expand opportunities in retail and adjacent sectors. These programs are building industry partnerships in the retail sector to develop retail career pathways and promote business strategies that improve regional retail economies by helping employees advance into higher positions and retailers improve their performance.
Over the past decade, the National Fund and its hundreds of local partners have focused on ensuring that every individual has access to the training and skills necessary to build a career with family-sustaining wages.

- **CareerSTAT: Advancing Healthcare’s Frontline Workers**
  - CareerSTAT is a network of healthcare leaders promoting investment in the skills and careers of frontline workers. It helps healthcare organizations implement or scale workforce development programs that improve performance, strengthen health outcomes, and provide good jobs by offering organizations novel research, technical assistance, and peer learning opportunities.

- **Connecting Young Adults to Work**
  - Millions of young adults are disconnected from education or employment and at risk of missing the first step into the middle-class. The National Fund’s Young Adult Initiative seeks to connect young adults to good jobs by implementing and testing new strategies that prepare America’s young adults for meaningful employment.

- **Expanding Apprenticeships**
  - The National Fund is expanding apprenticeships in new industries such as healthcare, financial services, information technology and hospitality and opening opportunities to people of color, disadvantaged youth, women and under-employed workers.

- **Generating Good Jobs**
  - In partnership with multiple communities, the National Fund’s job quality efforts are focused on expanding the number of good jobs for American workers by promoting business practices that improve working conditions and organizational performance.

- **Scaling Industry Partnerships**
  - Industry partnerships build businesses into the workforce development process and produce better results for workers and companies. Over the past decade, the National Fund has proven this model’s effectiveness and supported the development and expansion of partnerships across the country.
MORE THAN 30 REGIONAL FUNDER COLLABORATIVES ENGAGE IN THE NATIONAL FUND NETWORK

Atlanta CareerRise, Atlanta, GA
Baltimore Workforce Funders Collaborative, Baltimore, MD
Bay Area Workforce Funding Collaborative, San Francisco, CA
CareerEdge Funders Collaborative, Bradenton/Sarasota, FL
CareerWorks: Greater Newark Workforce Funders Collaborative, Newark, NJ
Central AlabamaWorks, Montgomery, AL
Central Iowa Works, Des Moines, IA
Central Pennsylvania Works Funders Collaborative, Harrisburg, PA
Central Six Development Council, Birmingham, AL
Chicagoland Workforce Funder Alliance, Chicago, IL
Dan River Region Collaborative, Danville, VA
Detroit Regional Workforce Fund, Detroit, MI
Greater Washington Workforce Development Collaborative, Washington, D.C.
Job Opportunity Investment Network, Philadelphia, PA
Milwaukee Area Workforce Funding Alliance, Milwaukee, WI
Minneapolis Saint Paul Regional Workforce Innovation Network, Minneapolis, MN

Mississippi Delta Workforce Funding Collaborative, Jackson, MS
New Orleans Works, New Orleans, LA
New York City Workforce Development Fund, New York, NY
Partners for a Competitive Workforce, Cincinnati, OH
Pathways to Work, Dallas, TX
Pittsburgh Works, Pittsburgh, PA
Preparation for Advanced Career Employment System, Wichita, KS
SkillUp Washington, Seattle, WA
SkillWorks, Boston, MA
Southwest Alabama Workforce Development Council, Mobile, AL
Triad Workforce Solutions Collaborative, Greensboro, NC
West Alabama Works, Tuscaloosa, AL
WIRED65 Regional Workforce Partners, Louisville, KY
Work Train Collaborative, Syracuse, NY
Workforce Central, Wisconsin Rapids, WI
Workforce Solutions Collaborative of Metro Hartford, Hartford, CT
The National Fund is led by a dynamic group of community, business, and philanthropic leaders.

NATIONAL FUND LEADERS

Over the course of its history, hundreds of national and local leaders including excellent collaborative coaches and advisors have contributed to the success of the National Fund and its vibrant community. The National Fund thanks these professionals for their contributions and would like to specifically recognize its Board of Directors and Partners Council.

BOARD OF DIRECTORS

Ivye L. Allen, President, Foundation for the Mid South, Jackson, MS
Larry Beck, Past President/Advisor, Good Samaritan Hospital, Baltimore, MD
Earl Buford, CEO, Milwaukee Area Workforce Investment Board, Milwaukee, WI
Denise Cherenfant, RN, Assistant Director, Nursing Programs, 1199 SEIU Training & Employment Funds, New York, NY
Paula Gilberto, President and CEO, United Way of Central and Northeastern Connecticut, Hartford, CT
Michael Gritton, Executive Director, KentuckianaWorks, Louisville, KY
Molly Seals, Former System Vice President, Mercy Health, Youngstown, OH
Whitney Smith, Executive Director of Midwest, Global Philanthropy, JPMorgan Chase & Co., Chicago, IL
Pete Strange, Chairman, National Fund for Workforce Solutions and Chairman Emeritus, Messer Construction Company, Cincinnati, OH
PARTNERS COUNCIL

Gina Breukelman, Community Investor, The Boeing Company, Seattle, WA
Laura Chandler, Executive Director, Southwest Alabama Workforce Development Council, Mobile, AL
Sameer Gadkaree, Senior Program Officer, The Joyce Foundation, Chicago, IL
Marci Hunn, Program Director, Workforce Development, The Harry and Jeanette Weinberg Foundation, Baltimore, MD
Sarah S. Keh, Director, Corporate Giving & Office of Corporate Social Responsibility, The Prudential Foundation, Newark, NJ
Sandra Koblas, Director of Human Resources, AUSTAL USA, Mobile, AL
Alejandro Mendoza, Human Resources Manager, Optimax Systems, Inc., Ontario, NY
Ross Meyer, Chief Impact Officer, United Way of Greater Cincinnati, Cincinnati, OH
Paul Neumann, CEO, Universal Woods, Louisville, KY
Kelly Ryan, President & CEO, The Incourage Foundation, Wisconsin Rapids, WI
Jennie Sparandara, Vice President, Global Philanthropy, JPMorgan Chase & Co., New York, NY
Kristen Wilkinson, Senior Director Academy Operations, Walmart, Bentonville, AR

FORMER CHAIRS OF THE NATIONAL FUND INVESTOR COMMITTEE AND PARTNERS COUNCIL

Barbara Dyer, Senior Lecturer at the MIT Sloan School of Management and former President of the Hitachi Foundation, Washington D.C.
Damian Thorman, Vice President and Chief Innovation Officer, Miami Dade College and formerly with the Knight Foundation, Miami, FL
John Padilla, Principal, New Paradigms Consulting and formerly with the Annie E. Casey Foundation, New York, NY
Marci Hunn, Program Director, Workforce Development, The Harry and Jeanette Weinberg Foundation, Baltimore, MD
Whitney Smith, Executive Director of Midwest, Global Philanthropy, JPMorgan Chase and formerly with the Joyce Foundation, Chicago, IL

The National Fund for Workforce Solutions is especially thankful to Jobs for the Future (JFF) and its former President and CEO Marlene Seltzer and its current President and CEO Maria Flynn. JFF hosted the National Fund from 2007 to 2016 and provided invaluable support, resources and thought leadership to the National Fund, its mission and its local partners.
ATLANTA CAREERRISE  
ATLANTA, GEORGIA

Founded in 2011  
Hosted by the United Way of Greater Atlanta  
Served more than 783 people  
Raised $5.75 million in pooled and aligned funds from 38 local funders  
Engaged 130 employers and organized five industry partnerships in healthcare, electronics manufacturing, transportation distribution and logistics (TDL), construction, and hospitality.

NOTABLE ACCOMPLISHMENTS:

- Developed and implemented the region’s first sector partnerships, enrolling more than 600 individuals in occupational training that emphasizes employable skills and work supports, resulting in over 1,400 industry-recognized credentials, with an 89 percent completion rate.

- Catalyzed the formation of sustained initiatives to increase collaboration and alignment of the regional workforce system, including the Metro Atlanta eXchange for Workforce Solutions (MAX) and the Aerotropolis Atlanta Workforce Collective. In recognition of the impact of these efforts, MAX was awarded the 2014 CREATE Community Award by the Atlanta Regional Commission and is operating with support from several agencies and organizations. In 2016, Atlanta CareerRise was named Partner of the Year by Aerotropolis Atlanta for its work in conceptualizing, establishing and leading workforce development efforts aligned with the Aerotropolis economic development strategy.

- Advocated for and helped secure a $3 million investment from the state of Georgia to support facilitation of regional sector partnerships. In Metro Atlanta, under a subcontract with the five local Workforce Development Boards, CareerRise is leading this work over the next two years in healthcare, IT and logistics. This is the culmination of an effort that began with a state partnership to offer statewide Sector Skills Academies, followed by advocacy with the Metro Atlanta Chamber and National Skills Coalition to improve the state’s capacity to manage industry partnerships.
Baltimore Workforce Funders Collaborative (BWFC)
Baltimore, Maryland

Founded in 2007
Hosted by the Association of Baltimore Area Grantmakers
Served more than 5,000 people
Raised $18 million in pooled and aligned funds from 15 local funders
Engaged 130 employers in industry partnerships in healthcare, biotechnology, construction, manufacturing, maritime transportation, transportation distribution and logistics (TDL), energy efficiency, hospitality and retail, and information technology (IT).

Notable Accomplishments:

• The Baltimore collaborative supports effective industry sector approaches designed to help residents in Baltimore’s most economically distressed neighborhoods start a career. BWFC-supported sector programs have served more than 2,500+ low-income and disadvantaged job seekers and 1,800 incumbent workers. Of those enrolled, approximately 82% were unemployed at enrollment, 62% had a high school degree or less as their highest level of education, and 54% had a criminal background. 76% of those enrolled successfully completed training, 74% received at least one industry credential, 81% obtained employment after training completion, and at least 77% were still employed after six months.

• BWFC’s workforce partners provide vital services to businesses that need skilled talent to remain competitive and are committed to helping build a thriving Baltimore. The collaborative is particularly proud of its efforts to engage employers in economic inclusion and job quality improvement and were recently selected to participate in the National Fund’s job quality and retail initiatives.

• BWFC investments have provided the evidence needed to support public sector investment in the industry partnership model in Maryland. EARN Maryland—a state-funded, competitive grant program—has provided over $4 million in support for Baltimore industry partnerships to date and continues to expand. Additionally, the One Baltimore for Jobs initiative, funded by the U.S. Department of Labor and administered by the Baltimore Mayor’s Office of Employment Development, has provided another $5 million for sectoral workforce approaches and support services.
BAY AREA WORKFORCE FUNDERs COLLABORATIVE (BAWFC)
SAN FRANCISCO BAY AREA, CALIFORNIA

Founded in 2004
Hosted by the San Francisco Foundation
Served more than 4,000 people
Raised $16 million in pooled and aligned funds from 30 local funders
Engaged 20 employers and organized seven industry partnerships in advanced manufacturing, bio-science, healthcare, information technology (IT), and transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• Deep investments, cross-sector partnerships: BAWFC has made significant investments in innovative Bay Area community college partnerships and nonprofit organizations. Its investments have focused on strengthening industry sector partnerships and replicating bridge programs into community college career pathway programs. BAWFC has continuously focused on programs benefiting individuals from marginalized communities who have historically faced barriers in accessing and succeeding in postsecondary education and employment. These investments have resulted in increased wages for participants, better access to college programs, and cross-sector partnerships that exist to this day.

• Systems change: BAWFC has served as the leading funder of the California EDGE Coalition, a state-level workforce policy advocacy group. EDGE’s work has resulted in significant legislative wins, including millions of dollars of new funding for job training programs and support, as well as continued stakeholder education and coalition building across business, labor, education, and other sectors for broader policy change to benefit low-income California workers.

• Commitment to equity: With a vibrant and growing economy, the Bay Area is one of the most diverse communities in the country, but unfortunately this economic growth has widened an already large income and wealth gap, with low-income immigrants and communities of color disproportionately impacted. Through a new strategic plan, the BAWFC is even more focused on addressing these growing disparities in employment access and outcomes and lifting up promising employment policies and practices to benefit low-income immigrant workers.
CAREEREDGE FUNDERS COLLABORATIVE
SARASOTA/BRADENTON, FLORIDA

Founded in 2010
Hosted by Gulf Coast Community Foundation and supported by CCRA (Central Community Redevelopment Agency), City of Bradenton, and United Way Suncoast
Served 4,021 people
Raised $8.1 million in pooled and aligned funds from 16 local funders
Engaged 140 employers in industry partnerships in healthcare, manufacturing, finance, information technology (IT), construction, and transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• CareerEdge executed a manufacturing skills gap study which initiated the development of a new Precision Machining Program at the local technical college. Many local companies have also developed apprenticeship programs based on the study and therefore have been able to better train for and fill positions.

• CareerEdge has trained more than 4,000 workers and has helped these individuals earn almost 7,000 industry-valued certifications. With the help of a strong network of employer partners, CareerEdge continues to spearhead new and ingenuous ways to build economic prosperity in its communities.

• Urban Market Analytics estimates that CareerEdge investments have grown the annual output of the regional economy by as much as $42.5 million, and that new earnings by CareerEdge trainees have grown the regional economy by $20.7 million per year as of 2016.
CAREERWORKS: GREATER NEWARK WORKFORCE FUNDERS COLLABORATIVE
NEWARK, NEW JERSEY

Founded in 2012
Hosted by the Newark Alliance
Served 1,094 people
Raised $4.1 million in pooled and aligned funds from 15 local funders
Engaged 60 employers in industry partnerships in healthcare and transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• CareerWorks investments have helped 1,094 workers to complete 244,426 hours of skill training, earning them 5,508 career and work skill credentials.

• Among 101 workers who completed CareerWorks’ transportation, distribution and logistics program, 86% have been hired or placed into new better-paying employment.

• Since completing a CareerWorks program, at least 336 workers have earned at least 355 pay raises, including raises for incumbent workers and raises for job seekers who secured new jobs paying more than they had earned prior to the training.

HELPING PARENTS CHANGE A FAMILY’S FUTURE

Employees and parents Padmie and Kabir Singh both completed Jersey City Medical Center’s (JCMC) Patient Care Technician program supported by the National Fund’s Newark partner, CareerWorks. Prior to training, Padmie was a unit secretary and Kabir was a patient transporter. Balancing family, work, and their educations, Padmie and Kabir worked opposite shifts to care for their children and attend the training program. After six months, Kabir and Padmie graduated without a single absence. Now working as Patient Care Technicians, both Kabir and Padmie have received promotions raising their income by $17,000 annually.
CENTRAL IOWA WORKS (CIW)
DES MOINES, IOWA

Founded in 2008
Hosted by the United Way of Central Iowa and supported by the Greater Des Moines Community Foundation and Des Moines Area Community College
Served 1,890 people
Raised $930,000 in pooled and aligned funds from nine local funders and $2.8 million from national foundations and federal grants
Engaged 65 employers and organized five industry partnerships in advanced manufacturing, healthcare, construction, financial services, and transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• The creation and maintenance of the Skills2Compete Coalition, which has resulted in significant changes in workforce policy, including an ongoing state appropriation of $12 million annually for adult basic education in Iowa.

• Obtaining a grant from the Walmart Foundation to begin a Transportation, Distribution, Logistics (TDL) workforce partnership, which provided the opportunity to provide training in this sector to individuals who are currently incarcerated.

• Securing a $2.2 million, four-year Department of Labor grant to assist 380 individuals to obtain employment or advance their careers in healthcare.

HEAR LORIE’S STORY

Becoming pregnant was the catalyst for Lorie Butters to change her life. She had struggled against drug addiction, mental health and chronic pain for years, but knew that a change and a stable job was important for her and her daughter.

Lorie entered a treatment program and eventually enrolled in CIW’s TDL training program. She hadn’t been in a classroom for years, but gained confidence as she mastered computer applications and passed key certifications.

Shortly after graduating, Lorie landed a temporary job with the Postal Service, and her great performance quickly resulted in a full-time position.

Two years later, Lorie’s life is strikingly different from before the program. She recently purchased a home—a lifelong dream—and is building a brighter future for herself and her family.
CENTRAL PENNSYLVANIA WORKS FUNDERS COLLABORATIVE
HARRISBURG, PENNSYLVANIA

Founded in 2014
Hosted by the Pennsylvania Workforce Development Association
Served 1,890 people
Raised $600,000 in pooled and aligned funds from eight local funders
Engaged 25 employers and organized one industry partnership in transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

- Successful creation and delivery of a multi-year TDL grant through the Walmart Foundation that trained more than 200 workers.
- Creation of training programs that prepared participants for occupations including Forklift Operators, Certified Logistics Associate and Technicians, CDL Drivers, and Diesel Truck Technicians.
- Strengthening and aligning of industry partnerships, the philanthropic community, PA CareerLinks®, Workforce Development Boards, economic development agencies, and community-based organizations across the region.

NPR & THE STORY OF A COMMUNITY ON THE RISE

The central Pennsylvania community of Reading was recently featured by NPR’s Marketplace as a new model for communities and companies. With fewer and fewer skilled workers, Reading manufacturers partnered with local schools to send workers to college. While ‘tuition reimbursement’ has been a staple of employee benefits for years, these companies were taking the extra step. One day a week, employees work a half shift and then spend the rest of the day in class, learning how to troubleshoot and repair mechanical breakdowns. The company pays them for their time and travel and covers the tuition.
CENTRAL SIX DEVELOPMENT COUNCIL
BIRMINGHAM, ALABAMA

Founded in 2006
Hosted by the Community Foundation of Greater Birmingham
Served 6,960 people
Raised more than $6 million in pooled and aligned funds from 17 funders
Organized industry partnerships in manufacturing, construction, and information technology (IT).

NOTABLE ACCOMPLISHMENTS:

• The construction industry partnership has successfully engaged the future talent supply through the implementation of a career and technical education school – Academy of Craft Training – with more than 200 students from 14 school systems and 24 schools.

• With the goal of supporting women in the construction trades, the collaborative hosted more than 300 mothers and daughters at its annual construction event known as Power UP: It’s a Mother Daughter Thing!.

• The collaborative assists young people in pursuing marketable post-secondary credentials, certifications and degrees, and is organizing a career expo event in collaboration with Alabama’s Skills USA competition that will provide hands-on interaction for 8th grade students prior to enrollment in high school. Further, the collaborative works with local post-secondary institutions and other community-based organizations to help ensure that disadvantaged students have an entry point to higher education and get the support services they need to persist toward completion.
CHICAGOLAND WORKFORCE FUNDER ALLIANCE (CWFA)
CHICAGO, ILLINOIS

Founded in 2012
Hosted by the Chicago Community Trust
Served 943 people
Raised more than $10 million in pooled and aligned funds from 30 local funders
Engaged 85 employers and organized five industry partnerships in healthcare, manufacturing, information technology (IT), construction and retail.

NOTABLE ACCOMPLISHMENTS:

• The collaborative has developed and financed innovative approaches to workforce development such as the Illinois Manufacturing Excellence Center’s Genesis Movement, which works directly with manufacturers to change business practices in ways that help employers and employees alike.

• The Alliance and its partners have pushed the boundaries of workforce development to include worker rights and worker empowerment, supporting worker organizing efforts that reduce wage theft and employment discrimination and policy advocacy that raises the floor for low-wage workers.

• The funding collaborative has attracted significant co-investment from national funders in Chicago including the Hitachi, W.K. Kellogg, Walmart and JPMorgan Chase Foundations.

DAMIAN STARTS LEARNING ON THE JOB EARLY

Lake View High School student Damian Medina has studied computer science since his freshman year. The summer before his senior year, Damian had the opportunity to participate in an internship through the Creating IT Futures Foundation model.

Damian spent his summer as one of five students tasked with designing a website for the Chicagoland Workforce Funder Alliance. He and his fellow interns led client meetings with the executive director, designed page layouts, and developed video content for the website.

Damian was recently recognized for winning an app-creating challenge for the 5th Congressional District of Illinois. The app, called “My Vote,” provided resources for the 2016 election, offered users primary election forecasts and other information. Damian intends to major in computer science in college next year.
Higher Employment Rate

The hallmark of a successful workforce development program is a high job placement rate. By organizing employers into industry partnerships, National Fund programs place more graduates into good jobs. Overall, the National Fund excels at placing people into jobs, achieving higher employment retention rates, and helping workers earn more on average.

A study of the National Fund model as implemented by the WRTP Manufacturing Partnership in Milwaukee Wisconsin, achieved significantly higher compensation for its trainees than other programs. National Fund participants were measured against a matched comparison one year after training and demonstrated higher employment, higher retention and better earnings.

WRTP programs are industry-led, worker-centered and built on strong relationships with employers to develop the skills of individuals, promote the employment of low-skilled workers in construction and manufacturing, and enable local employers to recruit a diversified and qualified workforce. As a result, hundreds of individuals were able to find and succeed in a middle-class career.

Evaluation Results:
The National Fund vs. Matched Comparison Group

<table>
<thead>
<tr>
<th></th>
<th>National Fund</th>
<th>Matched Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Employment Rate</td>
<td>72%</td>
<td>51%</td>
</tr>
</tbody>
</table>

(Our Results) Michaelides, Marios; Mueser, Peter; and, Mbwana, Kassim. Evidence on the Effectiveness of Six Workforce Partnership Programs in Ohio and Wisconsin. IMPAQ International, LLC. August, 2016.
DAN RIVER REGION COLLABORATIVE (DRRC)
DANVILLE, VIRGINIA

Founded 2008
Hosted by the Community Foundation of the Dan River Region (2008 – 2014) and the Institute for Advanced Learning and Research (2014 – present)
Served 6,060 people
Raised $2.69 million in pooled and aligned funds from 10 local funders
Engaged 51 employers and organized four industry partnerships in energy, healthcare, advanced manufacturing, and information technology (IT).

NOTABLE ACCOMPLISHMENTS:

- The Dan River Region Collaborative (DRRC) has led two significant efforts to assist employers with their talent pipeline and recruitment efforts. Through the Career Expo, now in its fourth year, DRRC and multiple regional stakeholders are working to expose students to career opportunities and pathways that align with industry partnerships and develop a pipeline of workers with the required skills.

- In an effort to address an expressed deficiency in job seekers’ foundational skills, the collaborative launched Virginia’s first Certified Work Ready Community initiative. The regional effort has been embraced by employers, chambers of commerce, school divisions, state elected officials, economic developers, workforce professionals and community colleges.

- Four of the localities in the DRRC footprint have become Certified Work Ready Communities – the first ones in Virginia. DRRC also commissioned the region’s first living wage study as an initial effort to begin discussions with employers about job quality.
DETOUR REGIONAL WORKFORCE FUND (DRWF)
GREATER DETROIT, MICHIGAN

Founded in 2010
Hosted by the United Way for Southeastern Michigan
Raised more than $5.2 million from 14 funders
Engaged three employers in its construction and healthcare industry partnerships.

NOTABLE ACCOMPLISHMENTS:

• The Regional Workforce Fund has built a skilled-trades pre apprenticeship program with unions and industry called Access for All. The program offers a nine-week training course to help Detroiters enter the construction workforce.

• With its focus on improving the workforce systems that serve companies and individuals, DRWF is proud to have fostered the incorporation and expansion of its successful Access for All program into the newly reopened Detroit Public District Career Tech Education Center.

• Based on insights gained from its returning citizens working, DRWF supported a life-skills and workforce training effort called Chance for Life, which is a long-standing program offered in prisons throughout the region. Newly expanded to support ex-offenders post-release, the program is starting its first year of operation.
GREATER WASHINGTON WORKFORCE DEVELOPMENT COLLABORATIVE
WASHINGTON REGION INCLUDING SUBURBAN MARYLAND AND NORTHERN VIRGINIA

Founded in 2008
Hosted by the Greater Washington Community Foundation
Served 6,200 people
Raised more than $9 million in pooled funds from 31 local funders
Organized industry partnerships in healthcare, cybersecurity and information technology (IT), retail and hospitality, and green construction.

NOTABLE ACCOMPLISHMENTS:

• The collaborative is currently launching new sector partnerships in IT and healthcare through a generous gift from JPMorgan Chase & Co. Three partnerships are being launched, each a public/private partnership that includes community based providers, Workforce Development Boards or local employment agencies.

• The collaborative has implemented major multi-million dollar projects including a U.S. Department of Labor Green Jobs Innovation Fund grant and the Walmart Washington@Work Work Readiness Initiative focused on customer service occupations.

• As a direct result of its policy and alignment efforts, the collaborative has leveraged an additional $48 million in private, state, and federal workforce funding for the greater Washington region. Further, its advocacy efforts have resulted in victories including an increased minimum wage in D.C. and Maryland, the creation of new persistent state funding for career pathways-oriented workforce programming in the District of Columbia, new transportation subsidies for adult learners, and major new protections for returning citizens.
Founded in 2008
Hosted by the United Way of Greater Philadelphia & Southern New Jersey
Served more than 4,500 individuals
Raised more than $7 million in new federal and philanthropic resources in partnership with 21 local funders
Engaged 200 employers in 13 industry partnerships operating in every major industry.

NOTABLE ACCOMPLISHMENTS:

• JOIN led a coalition of workforce and poverty advocates that resulted in the Pennsylvania State Legislature passing legislation to support employer-driven workforce strategies and sector-based industry training. This recognition and funding supported a new infrastructure to engage employers and improve workforce development programs.

• Given the success of its partnerships and programs, JOIN’s workforce strategies were incorporated into the City of Philadelphia’s anti-poverty, economic, workforce development and ‘New City of Philadelphia’ plans.

• With thousands of young adults disconnected from school or work, JOIN launched an eight-year initiative to align city-wide policies to support youth employment. This effort will help more young adults take the first critical step toward a career and self-sufficiency.
MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE (MAWFA)
MILWAUKEE, WISCONSIN

Founded in 2008
Hosted by Employ Milwaukee
Served 7,000 people
Raised more than $3 million in pooled and aligned funds from 16 local funders and $6 million in additional federal resources
Organized five industry partnerships in construction, manufacturing, finance/information technology (IT), hospitality and healthcare.

NOTABLE ACCOMPLISHMENTS:

• The collaborative is proud to have provided hope and access to career paths and enhanced quality of life for the citizenry of City of Milwaukee and Milwaukee County.

• Having served more than 7,000 people, the collaborative looks forward to serving even more of the southeastern Wisconsin region which is in the midst of a once-in-a-generation economic development boom.

• As Wisconsin has been at the forefront of eventual national policies such as organized labor unions and school choice, the collaborative looks forward to building upon an equally cutting-edge national standard and example in collaborative workforce development.
MINNEAPOLIS SAINT PAUL REGIONAL WORKFORCE INNOVATION NETWORK (MSPWIN) TWIN CITIES REGION, MINNESOTA

Founded in 2013
Hosted by the Saint Paul Foundation
Raised more than $2.4 million in pooled and aligned funds from 13 local funders
Engaged employers in industry partnerships in construction.

NOTABLE ACCOMPLISHMENTS:

• In 2013, MSPWin successfully secured Minnesota’s first investment in career pathways. Due to its success, Minnesota has grown its investment in career pathways to $11.2 million in three years. Investments include Pathways to Prosperity, innovative approaches to contextualized GEDs and College Readiness Academies in Adult Basic Education funding, and directing Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) funds to career pathways.

• In 2013 and 2014, MSPWin worked to pass standard outcome measures to ensure all government funded workforce programs are reported to DEED’s online report card. Before MSPWin, there were no transparent reporting mechanisms and outcome measures varied by program. The collaborative continues to work with legislators and state leaders to use these outcome results in making more effective, data-driven investment decisions.

• MSPWin supports a successful industry partnership in construction led by Saint Paul College, the Minnesota Building Trades Council, and Associated General Contractors of Minnesota. The partnership plans to identify at least three construction trade occupations with the greatest needs, develop career pathway maps, and create a five-year work plan to diversify the future of the sector.
MISSISSIPPI DELTA WORKFORCE FUNDING COLLABORATIVE (MDWFC)  
MISSISSIPPI DELTA REGION, MISSISSIPPI

Founded in 2011  
Hosted by the Foundation for the Mid South  
Served more than 5,000 people  
Raised $2.8 million in pooled and aligned funds from 16 local funders  
Engaged more than 12 employers and organized three industry partnerships in healthcare, manufacturing, and transportation distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• The collaborative serves a rural, 14-county region along the northwestern Mississippi Delta. To date, the group has built capacity for sector initiatives by bringing public, private, and philanthropic entities together and pooling both monetary and human capital to impact more than 5,000 individuals through career preparation, workforce training, and certification options.

• The addition of the Transportation, Distribution, and Logistics (TDL) sector work created an opportunity to increase and diversify the pool of skilled talent currently filling TDL jobs in the Mid South. Through collaborative efforts with community college and employer partners, the collaborative increased awareness and opportunity for women and people of color in this high demand field. The partnership also worked to scale access to middle-skill jobs in transportation, distribution, and logistics by strengthening and expanding successful TDL training programs to align with employer needs and standards, sustaining robust partnerships among providers and business, and connecting more women and underserved populations to the sector.

• The MDWFC continues its efforts to lay groundwork for policy change to lessen barriers to education and economic stability for Delta citizens. Relationships between industry partners, state agencies, philanthropy, and policy advocates are the driving force of the collaborative and the sustaining force for its growing work.
NEW ORLEANS WORKS (NOW)
NEW ORLEANS, LOUISIANA

Founded in 2011
Hosted by the Greater New Orleans Foundation
Served more than 1,000 people
Raised $2.5 million in pooled and aligned funds from 13 local funders
Organized industry partnerships with the largest health systems in the region.

NOTABLE ACCOMPLISHMENTS:

• 90 percent retention rate for job seekers placed in jobs.

• The collaborative is committed to partnering with employers to improve the community’s workforce programs. Successes include: facilitating the career advancement for more than 400 Medical Assistants at the largest healthcare employer in the region accounting for raise increases of $2,000 - $5,000 per person; employer contributions to support programs for entry level staff; and changes in hiring policies related to persons with past criminal histories.

• The collaborative has leveraged data from its successful first workforce partnership with Ochsner Health System to launch the Anchor Collaborative, which is engaging the City’s largest employers in developing workforce and procurement pathways that provide economic opportunity for low-income New Orleans residents.

SHARE RASHITA’S STORY

“After enrolling in the MA NOW program, Rashita White’s personal life took a drastic turn for the worse. This single mother of two found herself homeless, sleeping in her car and studying by the light of her cell phone. But Ochsner stepped up and connected Rashita with short-term emergency housing, food vouchers, and child care. Rashita eventually graduated from MA NOW at the top of her class, and is today a full-time medical assistant at Ochsner.”
NEW YORK CITY WORKFORCE DEVELOPMENT FUND
NEW YORK, NEW YORK

Founded in 2004
Hosted by the New York Community Trust
Served more than 6,778 people
Raised $20 million in pooled and aligned funds from nine local funders
Engaged more than 300 employers in five industry partnerships in the New York Alliance for Careers in Healthcare, the Tech Talent Pipeline, the Food and Beverage Hospitality Council, Industrial Partnership, and the Construction Industry Partnership.

NOTABLE ACCOMPLISHMENTS:

• In 2014, the NYC Tech Talent Pipeline participated in the development of the White House TechHire Initiative, which launched in 2015 with New York City as a pilot city. Since the launch, the TechHire Initiative has highlighted TTP through its network of 72 communities nationwide.

• In 2015, NYACH and the NYC Tech Talent Pipeline formalized strategic partnerships with CUNY College Presidents (TTP Academic Council) and the Deans of Continuing Education and Workforce (NYACH OneCUNY) to scale and replicate best practices for industry-informed education and training across the University’s 11 senior colleges and 7 community colleges.

• In 2017, the New York City Workforce Funders and the New York City Department of Small Business Services created and piloted a framework and set of metrics for measuring systems change. The framework articulated sector-specific initiatives to move toward the ideal end states, and KPI to measure incremental progress.
With support from the Social Innovation Fund, the National Fund rigorously tested its programs in Wisconsin and Ohio to measure its performance against other workforce development models. National Fund participants were measured against those in a matched comparison group and demonstrated higher employment, higher retention rates and better earnings one and a half years after program completion.

One of the six programs measured was the Health Careers Collaborative in Cincinnati, OH, which was shown to be 29 percent more effective at placing trainees into healthcare jobs, 57 percent more likely to have placements retained after 18 months and earned 52 percent more than the comparison group.

Participants in the Wisconsin manufacturing program were almost twice as likely to be retained over the same period of time as their counterparts being served in other local workforce programs.

(Our Results) Michaelides, Marios; Mueser, Peter; and, Mbwana, Kassim. Evidence on the Effectiveness of Six Workforce Partnership Programs in Ohio and Wisconsin. IMPAQ International, LLC. August, 2016.
PREPARATION FOR ADVANCED CAREER EMPLOYMENT SYSTEM (PACES)
WICHITA, KANSAS

Founded in 2008
Hosted by the Workforce Alliance of South Central Kansas
Served 3,918 people
Raised more than $3.9 million in pooled and aligned funds from eight local funders
Engaged more than 148 employers in aviation and advanced manufacturing, healthcare and information technology (IT).

NOTABLE ACCOMPLISHMENTS:

- PACES began using Workkeys (National Career Readiness Credential) as pre-employment assessment for all individuals entering its programs. More than 2,700 WorkReady Certificates have been earned by PACES participants giving them a marketable credential to offer current and future employers.

- PACES has helped approximately 2,800 people secure a good job in key industries such as aviation and advanced manufacturing where average wages hover above $18 per hour in manufacturing and $13 per hour in healthcare.

- PACES has helped to create more visible career pathways in manufacturing and healthcare which help students and workers understand and act on opportunities to build good jobs without a costly degree.
PARTNERS FOR A COMPETITIVE WORKFORCE (PCW)
CINCINNATI, OHIO

Founded in 2008
Hosted by the United Way of Greater Cincinnati
Served more than 11,000 people
Raised more than $61 million in pooled and aligned funds from 25 local funders
Engaged 140 employers and organized five industry partnerships in healthcare, manufacturing, construction, information technology (IT), and supply chain management.

NOTABLE ACCOMPLISHMENTS:

• Partners for a Competitive Workforce (PCW) is particularly proud of not only the breadth, but also the depth of its work. It is working to address existing gaps in five industries, building the region’s future workforce through its youth outreach and STEM programming, and partnering with business to improve workforce practices and policies in the region and state. As a collaborative, it is addressing public policy issues on the federal, state, and local levels in three states and eight counties.

• The collaborative is extremely proud to have helped more than 11,000 people get on a good career path and more than 140 employers find skilled employees.

• As a group and region, the PCW has built a national reputation based on results to date, but refuses to rest on its laurels. Partners in the collaborative constantly ask, “what’s next?” and how it is adapting to changing circumstances in its economy and community.

Due to its successful performance, PCW was selected by the Social Innovation Fund for a Return on Investment (ROI) analysis. It estimates when the programs completely pay for themselves by reducing use of social services and increasing a region’s economy and tax base.

<table>
<thead>
<tr>
<th>Program</th>
<th>Break Even Point</th>
<th>Cumulative ROI (10 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Careers Collaborative Program</td>
<td>Year 4</td>
<td>$3.16/dollar invested</td>
</tr>
<tr>
<td>Advanced Manufacturing Partnership</td>
<td>Year 9</td>
<td>$1.04/dollar invested</td>
</tr>
<tr>
<td>Construction Sector Partnership</td>
<td>Beyond 10 years</td>
<td>$0.34/dollar invested</td>
</tr>
</tbody>
</table>
PATHWAYS TO WORK
DALLAS, TEXAS

Founded in 2014
Hosted by United Way of Metropolitan Dallas
Served more than 600 people
Raised $1 million in pooled and aligned funds from eight local funders
Engaged 50 employers and organized five training partnerships in healthcare and information technology (IT).

NOTABLE ACCOMPLISHMENTS:

• Pooled and aligned funding have supported five training partnerships that are helping frontline workers build basic skills and earn skilled credentials for middle-skill jobs in healthcare and information technology (IT).

• Launched the DFW Workforce Benchmarking Collaborative to assess client outcomes in 20 community-based workforce programs in Dallas and Fort Worth, and hosted quarterly capacity-building opportunities to help strengthen those programs.

• Created the Dallas Healthcare Learning Consortium in partnership with DFW Hospital Council Foundation to bring together human resources and clinical staff leaders from Parkland, JPS Health Network, Methodist, Children’s Health, UT Southwestern, and Baylor, Scott & White health systems who meet regularly to exchange practical experience and best practices for retaining and upskilling frontline employees.

Pathways to Work partners with Per Scholas to help women, people of color and other individuals learn programing skills to secure good jobs in Dallas’s fast growing IT sector.
SAWDC (SOUTHWEST ALABAMA WORKFORCE DEVELOPMENT COUNCIL)  
MOBILE, ALABAMA

Founded in 2008  
Hosted by SAWDC Alabama Works  
Served 1,749 job seekers and 208 incumbent workers  
Raised $4.9 million from 9 local funders  
Engaged 68 employers in four industry partnerships in aviation, healthcare, maritime manufacturing and industrial construction.

NOTABLE ACCOMPLISHMENTS:

• In addition to preparing job seekers for work, SAWDC trained and supported the career advancement of 208 incumbent workers, who received an average 9.6% wage increase post-training and reported retention rates of 96% and 89% for six and twelve months, respectively.

• SAWDC established and supports the Worlds of Opportunity (WOO) initiative which creates career-related education and awareness for thousands of middle-school students each year about fast growing jobs in their communities.

• SAWDC has been a critical actor at the state level and its model is seen as highly successful, which resulted in funding to support the implementation of the industry cluster framework throughout the Regional Workforce Council substructure ($1 million in FY2017 and $1.75 million in FY2018).

RODNEY’S UNEXPECTED CAREER

Rodney had a life plan: serve in the military, earn two college degrees, and start a business. But when the 2008 Recession hit, Rodney was forced to reevaluate his skills and career. Struggling to find business or employment, Rodney enrolled in the AIDT Maritime Center to learn something he never thought he would do—welding and shipbuilding. Rodney knew nothing about manufacturing prior to his eight-week program, but found himself loving the work. After the program, he secured a full-time position with Austal USA. Because the program taught the exact skills he needed, Rodney excelled as a b class welder and was eventually promoted to recruitment manager, then employee relations manager and now HR business partner. Rodney works with Austal’s workers to ensure they are supported, engaged and growing and uses his experience on the floor to understand what his colleagues are facing and how Austal can help them succeed.
SKILLUP WASHINGTON
SEATTLE, WASHINGTON

Founded in 2008
Hosted by the Seattle Foundation
Served 8,100 people
Raised more than $20 million in pooled and aligned funds from 33 local funders
Engaged 454 employers and organized six industry partnerships in healthcare, transportation distribution and logistics (TDL), manufacturing, and construction.

NOTABLE ACCOMPLISHMENTS:

• Strengthened regional capacity for cross-system collaboration between employers, community colleges, school districts, industry associations, workforce intermediaries and community-based organizations.

• Enhanced professional development opportunities for emerging workforce development leaders by funding and organizing local Sector Skills Academies.

• Expanded access to registered apprenticeships in construction, manufacturing and healthcare. Furthermore, SkillUp was recently lauded as the top community partner of the Seattle Community College District. SkillUp has also been a leader in increasing more than $5 million of state funding to strengthen pre-apprenticeships.

MEET ANNALI

Annali Solorio’s dreams of higher education stalled when she became pregnant. Annali was working at the Yakima Valley Farmworkers Clinic where her supervisors approached her about entering a Medical Assistant apprenticeship program offered by SkillUp Washington.

Annali started the program and started learning the essential skills to start a healthcare career.

“I didn’t have to pay anything. It was amazing. I knew that I did want to one day become a Medical Assistant, but going back to school and taking out student loans was not an option at the moment. I was grateful for the opportunity.”
SKILLWORKS: PARTNERS FOR A PRODUCTIVE WORKFORCE
BOSTON, MASSACHUSETTS

Founded in 2003
Hosted by the Boston Foundation
Served 6,000 people
Raised $37 million in pooled and aligned funds from 49 local funders
Engaged more than 100 employers in industry partnerships in healthcare, biotech, construction, financial services, hospitality, green jobs, and information technology (IT).

NOTABLE ACCOMPLISHMENTS

• SkillWorks is a nationally recognized funder collaborative that has impacted thousands of workers, low-income job seekers and low-wage workers and has created a pipeline of talent for the region’s strongest industries.

• Hosted by the Boston Foundation, SkillWorks acts as a workforce intermediary that pools funding from public, private and corporate philanthropy to facilitate the collective investment in high performing community-based organizations, vocational training programs, community colleges and industry partnerships.

• SkillWorks has backed numerous workforce innovations in the greater Boston area including a pilot program to improve the quality of long-term care positions, a collaborative effort to increase state resources for SNAP E&T programs and several statewide campaigns to increase state investments in workforce development and improvements to the workforce system.
TRIAD WORKFORCE SOLUTIONS COLLABORATIVE (TWSC)
GREENSBORO/HIGH POINT, NORTH CAROLINA

Founded in 2014
Hosted by the Community Foundation of Greater Greensboro and United Way of Greater Greensboro
Served 180 people
Raised more than $7.5 million in pooled and aligned funds from 26 local funders
Organized two industry partnerships in advanced manufacturing and field service technicians with a focus on preparing young adults for apprenticeship programs.

NOTABLE ACCOMPLISHMENTS:

- Guilford Apprenticeship Partners (GAP), an alliance of 21 advanced manufacturing and 6 service technicians employers, emerged through the work of the collaborative. GAP has implemented a four-year high school through college paid apprenticeship program. In the program’s two years, growing numbers of businesses have employed 37 high school seniors to start as paid apprentices. The North Carolina State Legislature has further supported this effort by waiving community college tuition for high school apprentices. The employer partners pay all educational expenses, including books, fees, and equipment, while also paying their salary for work and community college hours.

- The Triad Collaborative has helped to forge a critical partnership local Chambers of Commerce and the Community Foundation of Greater Greensboro. As a result, the collaborative was recently awarded a pledge from the North Carolina General Assembly for a $3.2 million grant to advance career pipelines in its four county Eastern Triad region. The collaborative is the leading planner for the grant’s 2018 implementation.
WEST ALABAMA WORKS
TUSCALOOSA, ALABAMA

Founded in 2014
Hosted by West Alabama Works and supported by the Chamber of Commerce of West Alabama
Served 1,600 adults and 13,000 middle and high-school students in accessing a middle-skill jobs
Raised $765,000 from 15 local funders and $1.65 million from the Appalachian Regional Commission
Engaged more than 100 employers in industry partnerships in the automotive sector, construction, manufacturing and healthcare.

NOTABLE ACCOMPLISHMENTS:

• Every activity West Alabama Works does is measurable and directly meets the needs of local industry. Its commitment to serving workers and companies has made it the region’s leading workforce intermediary.

• With its Worlds of Work event and other efforts to prepare students for good middle-skill jobs, the collaborative and its industry partners are creating a K-12 to employment pipeline helping ensure that every student has a path to success.

• West Alabama Works is leveraging partnerships, rural outreach, and new training programs to fill an estimated 3,600 automotive jobs in the region by 2019. This demand for a trained workforce, does not include the demand of other high-growth industries in West Alabama.
WIRED65 REGIONAL WORKFORCE PARTNERS
GREATER LOUISVILLE, KENTUCKY

Founded in 2011
Hosted by KentuckianaWorks with support from WorkOne Southern Indiana, Lincoln Trail Area Development District, and the Cumberlands Area Development District
Served 3,530 people
Raised more than $3 million in pooled and aligned funds from eight local funders
Engaged 178 employers and organized five industry partnerships in manufacturing, healthcare, transportation, and auto repair.

NOTABLE ACCOMPLISHMENTS:

• The collaborative developed the Kentucky Manufacturing Career Center in 2013 and the Kentucky Health Career Center in 2016. As industry focused ‘One Stops,’ the Centers engage local employers and placed more than 1,400 job seekers into good jobs with structured career development.

• The collaborative has catalyzed new partnerships other Workforce Development Boards and especially partners in Southern Indiana. As result, the strategic partnership applied for a special regional designation from the Department of Labor.

• The relentless experimentation—encouraged by the National Fund—has helped to reform the region’s Workforce Development Boards in order to build a stronger region, one person at a time, through the dignity of work.
WORK TRAIN COLLABORATIVE
SYRACUSE, NEW YORK

Founded in 2014
Hosted by CenterState CEO
Served 560 people
Raised $2.56 million in pooled and aligned funding from nine local funders
Engaged more than 30 employers and organized three industry partnerships in healthcare and manufacturing.

NOTABLE ACCOMPLISHMENTS:

• The Health Train Partnership: Work Train’s most significant success to date has been “Health Train,” which has placed more than 400 job seekers into career opportunities in local healthcare institutions; facilitated dozens of internal promotions and advancements; and boosted retention of frontline workers by nearly 30%. Health Train has been successfully replicated in a rural community within the Central New York region and is now being underwritten, in part, by employers.

• The ProTrain Partnership: After a challenging initial attempt to launch a manufacturing partnership, Work Train has successfully launched ProTrain, a partnership between manufacturing employers, industry groups, a public education provider, and multiple wrap-around service providers. ProTrain prepares individuals for entry-level employment and offers opportunities for students to gain additional, specialized skills required for career advancement in manufacturing. In its pilot phase, ProTrain has a 90% success rate in placing individuals into full time career-pathway jobs.

• Innovative Wrap Around Services: To supplement both job seeker and incumbent worker programs, Work Train has partnered with several wrap-around service providers that deliver critical resources that allow individuals to access and retain employment, obtain additional skills, and achieve financial stability. By enlisting a pro-bono legal program, Work Train has enabled over one hundred individuals the opportunity to reconcile their legal records and obtain employment. Through partnering with a local CDFI, Work Train has helped individuals access financial literacy, improve their credit scores, and qualify to purchase homes and vehicles. A career and college advising program has been instrumental in working with incumbent workers continue to pursue skill training and career advancement.
WORKFORCE CENTRAL
WISCONSIN RAPIDS, WISCONSIN

Founded in 2008
Hosted by the Incourage Foundation
Served more than 2,000 people
Raised more than $5.4 million in pooled and aligned funding from 23 local funders
Engaged 35 employers and organized a manufacturing partnership and a business education alliance with 20 members.

NOTABLE ACCOMPLISHMENTS:

• After years of manufacturing job loss, the collaborative is renewing awareness and trust in manufacturing and STEM careers. The collaborative has focused on understanding the region’s workforce and invested in the IT Sector Board—a new economic development organization—that has been key to understanding the region’s changing rural economy.

• Seven industry curricula have been developed, customized and made locally available, including the creation of a manufacturing youth apprenticeship program. These investments have served 35 employers and more than 2,000 job seekers, workers and students in a community of 45,000 residents.

• The collaborative’s investments in capacity building, research, and community partnership have led to a more integrated workforce and economic development strategy, a growing awareness of supply chains, new investments in incumbent worker training, and a greater understanding of the long-term impact of the closure of a major employer—a prominent paper mill.

MEET MILES

When Miles attended the first Pathways Accelerated GED program, he was unsure if he could pass even one GED test. He was reluctant to plan past his GED feeling that he most likely would be stuck doing odd jobs for gas money for years to come. With the assistance of Pathways, Miles agreed to set a goal of taking one GED test by the end of the summer term. Miles not only took that one test, passing on his first attempt, but he completed his GED passing all four tests on his first attempt and enrolled in an Associate Degree program at Mid-State Technical College. Miles now has the goal of completing the Solar Electrical Technician Associate Degree and continuing into the Automotive Technician program leading him to a career.
Founded in 2008
Hosted by the United Way of Central and Northeastern Connecticut
Served more than 1,839 people
Raised $4.4 million from 35 local funders
Engaged 153 employers in industry partnerships in healthcare, manufacturing, and transportation, distribution and logistics (TDL).

NOTABLE ACCOMPLISHMENTS:

• Hartford manufacturers are committed to working with community organizations and industry leaders to ensure that their employees are supported and empowered. Six local manufacturers have been recognized by the National Fund for Workforce Solutions as Young Adult Employer Champions.

• Workforce Solutions’ healthcare partnership—the Enhanced Certified Nurse Aid program—was highlighted by Vice President Biden as an innovative model for helping healthcare organizations develop Certified Nurse Aids. The program is the first of its type in the region and develops basic skills through technical training and on-the-job experience.

• In 2015, the Transportation, Distribution, and Logistics partnership launched its Entry-Level Driver Training and Employment Program (ELDTEP), which provides wage subsidies to local employers who hire and train recent commercial driver graduates.
HIGHER EARNINGS

Based on a study supported by the Social Innovation Fund, the National Fund’s employer-focused model is better at getting people into jobs, getting higher retention rates, and hiring earnings for workers. National Fund participants from six programs in Wisconsin and Ohio were measured against a matched comparison one year after training and saw higher employment, better retention rates and higher earnings.

During the study period, the construction and manufacturing programs in Wisconsin served 1,200 unemployed participants. The majority were nonwhite men with no more than a high school education. After the program, hundreds were not only able to land new jobs but also with higher wages. These outcomes were particularly impressive as the manufacturing industry was struggling during the peak of the Great Recession.

Evaluation Results:
The National Fund vs. Matched Comparison Group

(Our Results) Michaelides, Marios; Mueser, Peter; and, Mbwana, Kassim. Evidence on the Effectiveness of Six Workforce Partnership Programs in Ohio and Wisconsin. IMPAQ International, LLC. August, 2016.
CareerSTAT, the National Fund’s healthcare initiative, is focused on promoting business practices that empower entry-level workers and advance their careers.

CAREERSTAT’S FRONTLINE HEALTHCARE WORKER CHAMPIONS

CareerSTAT recognizes healthcare organizations as Frontline Healthcare Worker Champions and Emerging Champions to document and promote effective practices for developing frontline workers. The following organizations have been recognized by their peers for their exemplary training and investment programs.

CHAMPION EMPLOYERS

Beth Israel Deaconess Medical Center, Boston, MA
Brigham and Women’s Hospital, Boston, MA
Cleveland Clinic, Cleveland, OH
East Boston Neighborhood Health Center, Boston, MA
Fairview Health Services, Minneapolis, MN
Genesis HealthCare, Kennett Square, PA
Hebrew SeniorLife, Boston, MA
Holy Angels Residential Facility, Shreveport, LA
Homebridge, San Francisco, CA
Jersey City Medical Center-Barnabas Health, Jersey City, NJ
LifeBridge Health, Baltimore, MD
MedStar Good Samaritan Hospital, Baltimore, MD
Mercy, Oklahoma, Missouri, Kansas and Arkansas
Norton Healthcare, Louisville, KY
Ochsner Health System, Jefferson, MI
Partners HealthCare, Boston, MA
Penn Medicine, Philadelphia, PA
EMERGING CHAMPIONS

Emerging Champions meet some, but not all, of CareerSTAT’s peer-recognition criteria. They are in the earlier stages of investment and may be improving the longevity, scale or sustainability of their programs.

Baystate Medical Center, Springfield, MA
Boston Children’s Hospital, Boston, MA
The Boston Home, Boston, MA
Inglis Health Care, Philadelphia, PA
Long Beach Memorial, Long Beach, CA
Mercy Health, western MI
Parkland Health & Hospital System, Dallas, TX
SEIU Healthcare PA Training & Education Fund, Harrisburg, PA
Seton Healthcare Family, Austin, TX
UC Davis Health, Sacramento, CA
University of Maryland Medical, Baltimore, MD
Yale New Haven Hospital, New Haven, CT

CareerSTAT offers resources including its Healthcare Employer Academy to help healthcare organizations start or expand employee development programs.
YOUNG ADULT EMPLOYER CHAMPIONS

These organizations are committed to creating good jobs for young adults in their communities. Their efforts have resulted in a multitude of company-wide successes ranging from improved retention and employee engagement to minimized recruitment and turnover costs.

Advanced Composites & Metalforming Technologies, Inc. (ACMT), Manchester, CT
Augusta Westland, Philadelphia, PA
Austal USA, Mobile, AL
Brown’s Super Stores, Inc., Philadelphia, PA
Carey-Floyd Manufacturing, Cromwell, CT
Giant Eagle, Inc., Pittsburgh, PA
Keats Manufacturing Company, Wheeling, IL
Mallory Industries, Inc., Farmington, CT
Montefiore Health System, Bronx, NY
Nationwide, Des Moines, IA
Okay Industries, Inc., New Britain, CT
OpenSquare, Seattle, WA
Pointe Precision, Inc., Plover, WI
PTR Baler and Compactor, Philadelphia, PA
Sinai Hospital/LifeBridge Health, Baltimore, MD
Starbucks, Boston, MA
Starbucks, Philadelphia, PA
Starwood Hotels & Resorts Worldwide, Stamford, CT
State Street Corporation, Boston, MA
Suffolk Construction, Boston, MA
Swiss Post Solutions, Inc., New York, NY
University of Pittsburgh Medical Center (UPMC), Pittsburgh, PA
Walgreens Corporation, Chicago, IL
Zaxby’s, Deland, FL

PATHWAYS TO APPRENTICESHIP

These organizations have made specific commitments to developing workers through youth apprenticeship programs:

FELSOMAT USA, Inc., Schaumburg, IL
North American Lighting, Paris, IL
Principal Manufacturing Corporation, Broadview, IL
Richard Wolf Medical Instruments Corporation, Vernon Hills, IL
Sayre Health Center, Philadelphia, PA
Techtonic Group LLC, Boulder, CO
TRUMPF Inc., Farmington, CT
Wepco Plastics, Inc., Middlefield, CT
WITTENSTEIN North America, Bartlett, IL
The National Fund for Workforce Solutions sincerely thanks the following organizations for investing in its network and making its decade of accomplishments a reality. Without their support, this historic collaboration would have not been possible.

The Annie E. Casey Foundation  
The Boeing Company  
The California Endowment  
The Corporation for National and Community Service – The Social Innovation Fund  
Ford Foundation  
The Harry and Jeanette Weinberg Foundation  
The Hitachi Foundation  
The Joyce Foundation  
The JPB Foundation  
JPMorgan Chase & Co.  
The Knight Foundation  
The Kresge Foundation  
The Microsoft Foundation  
The Open Society Foundation  
Prudential  
The Rockefeller Foundation  
The Surdna Foundation  
U.S. Department of Labor  
The W.K. Kellogg Foundation  
Walmart Giving