



Workforce Development Design and Programming

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This session will answer the following questions



What is an employer-driven regional workforce system?

What best practices can Recompete grantees pursue in their workforce proposals?

- How can employers meaningfully commit to a workforce development proposal?
- How can grantees effectively integrate wraparound services?
- What are key indicators of success?

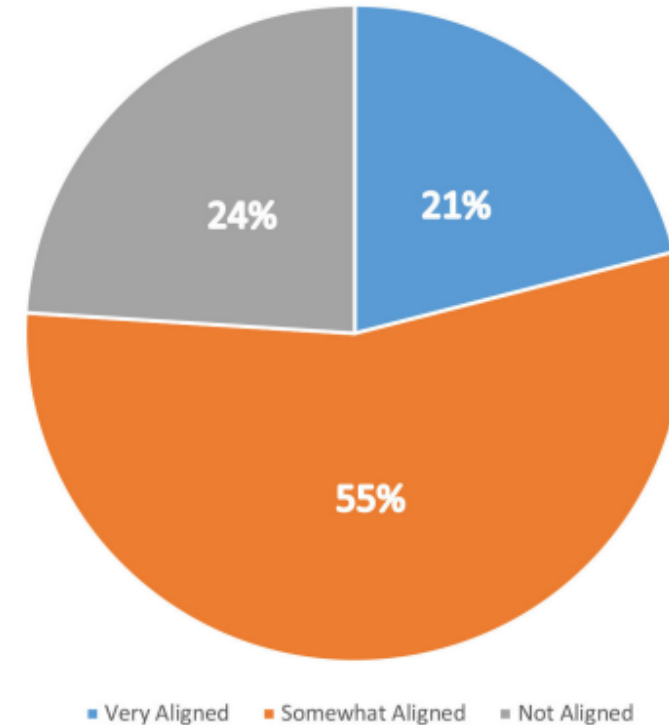
Workforce and Economic Development



2019 Cleveland Fed Survey

- 97 percent of the respondents indicated that better alignment of these two systems is critical to the future of the regions they serve
- Unfortunately, few report strong alignment
- Sector-based training partnerships were most cited example of ways to better align these systems

How would you rate the level of alignment between the workforce development and economic development systems in your area?



Source: 2018 Federal Reserve Bank of Cleveland Workforce Survey

Workforce development is economic development.

Key EDA Workforce System Terms



Sectoral partnership: A partnership of employer(s) within one industry that brings government, education, training, economic development, labor, and/or community organizations together to focus on the workforce needs of an industry within a regional labor market. Sectoral partnerships prepare workers for jobs that employers need filled.

Backbone Organization: Lead entity of sectoral partnership, usually one of the strategic partners.

Participant support costs (wraparound services): direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects.

When Alignment Breaks Down: A GJC Example



Forest Fires

- Growing workforce necessary for to mitigate fire risk and restoring healthy forests.
- Since 2018, over 10 million acres of forested lands in California have burned.
- The workforce has not been able to keep up with demand, which can lead to preventable deaths massive destruction to local economies.
- The Camp Fire resulted in:
 - 100+ fatalities
 - 16,000 housing units lost
 - 64%-81% GDP decreased in the burn scar
 - 84% population decrease in Paradise
- The communities cannot rebuild homes and commercial buildings due to the scarcity and cost of lumber

Foundation for California Community Colleges

- Working to scale a statewide infrastructure for training in forest health and fire safety.



Regional Workforce System

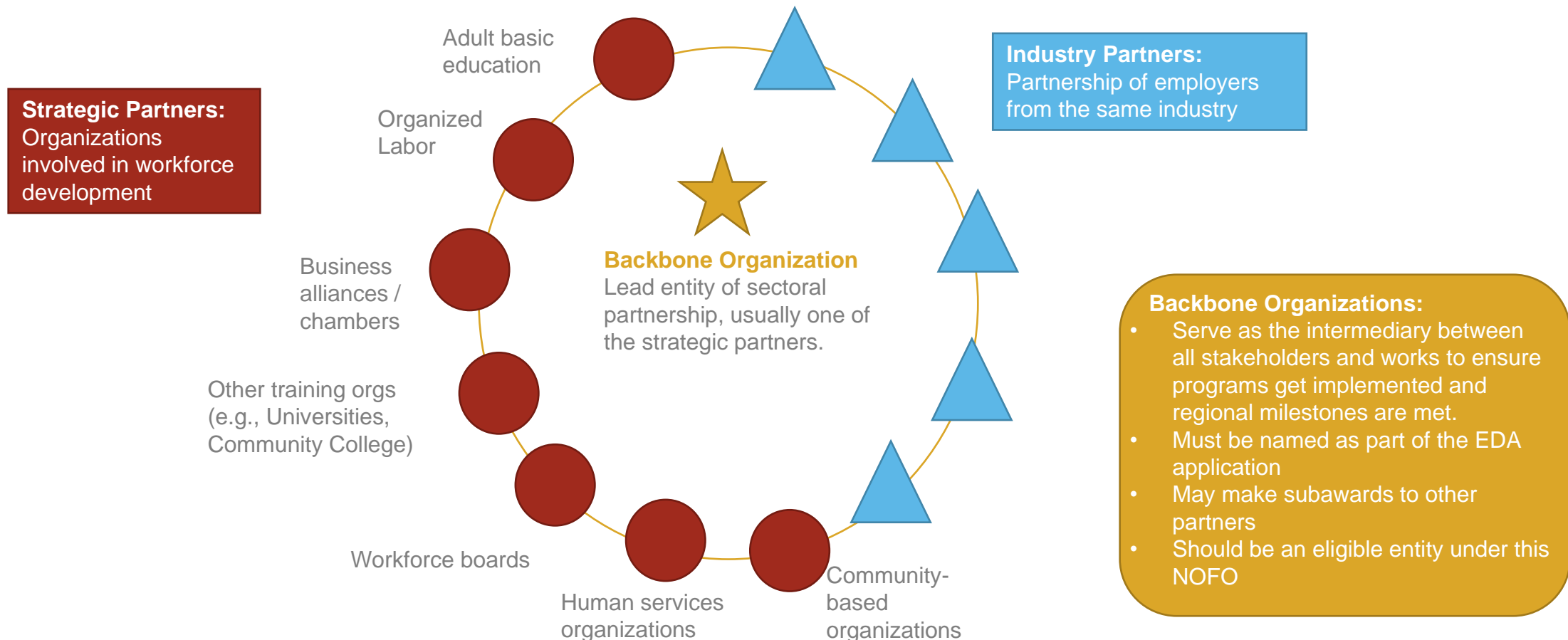
Regional Workforce System

A system that fosters and supports sectoral partnerships



Sectoral Partnerships

*A **sectoral partnership** is a partnership of employers from the same industry who join with strategic partners from government, education, training, economic development, labor, and/or community organizations to develop workforce solutions that meet the needs of that industry within a regional labor market.*



Employer Leadership

What does it look like when employers are actively engaged in workforce development?

Come off mute or share in the chat.

Employer Leadership

Not all employer commitments are equal. Below are a few examples of employer commitments:

Example 1 (no commitment to hire from training program): “In the next five years, we anticipate a total hiring demand of 150 employees resulting from a mix growth, normal turnover, and retirements. If the economic conditions remain unchanged, we will commit to collaborating with [grantee] to source these hires in the years to come.”

Example 2 (high bar; over-emphasis on degrees/GPA): [Employer] estimates it will hire 10 graduates of the Cybersecurity Risk Management certificate programs offered by [4-year IHE] and [2-year IHE] who have earned the Cybersecurity Risk Management Certificate with a G.P.A. of 3.7 and hold an active security clearance or an inactive security clearance which can be reactivated.”

Example 3 (strong): “Conditionally hire over the next three years 500 qualified program participants who complete training and meet hiring needs for roles such as CNAs, pharmacy techs, and home health aides.”

Example 4 (strongest): “[Employer] commits to program design and implementation as well as hire for the jobs listed in the table below.”

Title	Committed Jobs Total	Starting wages	Growth Opportunities
Patient Care Technician	90	\$39,500.00	internal college, EEG tech, central processing tech, nurse
Central Processing Technician	40	\$43,600.00	4 step career ladder, management, move to surgical technologist role
Nurse Resident	34	\$74,900.00	Nursing career ladder, education and management roles
Perioperative LPN	45	\$58,200.00	internal program supporting attainment of BSN
EEG Tech	13	\$63,400.00	access to internal career mobility programs

Wraparound Services

Participant support costs (wraparound services): direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects.

What types of wraparound services might be most helpful for your community?

Come off mute or share in the chat.

Wraparound Services

- Services should be “reasonable” and “necessary” for the execution of the award.
- Services should be provided through a competitively contracted services provider.
- Services should be tailored to meet the needs of the community the program intends to serve.
- Most common GJC wraparound services include: career services and learning materials, transportation, and navigation.

Example from GJC application

Table 4—Tiered Wrap-Around Services

Tier	Eligibility Criteria	Free Access to Grant-Funded Services
1	K-12: Early IT Pipeline Development	<ul style="list-style-type: none"> • Essential Skills (GPEAK) program, with behavioral standards and badging system (icc.edu/gpeak/)
2	All Uncredentialed and Career-Changers (i.e., “New Hire” Participants)	<ul style="list-style-type: none"> • Advising & success coaching • Basic computer apps. course • Broadband internet • Career closet: Rental of interview and job attire • CBO mentoring & case mgmt. • Disability services & referrals • Financial counseling • Food pantry referrals • Free tuition, textbook loan, course materials • Job coaching • Laptop loan program • Legal services • Mental health counseling • Tutoring • Veterans services • Workforce Readiness/GPEAK
3	Uncredentialed and Career-Changers: Maximum Income of 250% of Federal Poverty Guidelines	<p><u>Tier 2 services, plus:</u></p> <ul style="list-style-type: none"> • Childcare assistance (Note: State-funded childcare assistance will be accessed first—before Good Jobs Challenge grant funds—for those earning at or below 200% of Federal Poverty Guidelines.) • Transportation assistance
4	Uncredentialed: Maximum Income of 150% of Federal Poverty Guidelines	<p><u>Tier 3 services, plus eligible for:</u></p> <ul style="list-style-type: none"> • \$3,600 participant stipends, funded through the State of Illinois Workforce Equity Initiative (contingent on enrollment at ICC, WEI eligibility, and continuation of legislative funding)
5	Incumbent Workers	<ul style="list-style-type: none"> • Free tuition, textbook loan, and course materials

Participant support costs: direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects. *2 CFR 200.1*

Recruitment/Placement and DEIA

Equity is defined in EDA's [Investment Priorities](#) as projects or programs that that directly benefit:

1. one or more traditionally [underserved populations](#) (PDF), including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders; or
2. underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, [Persistent Poverty Counties](#) (XLSX), and rural areas with demonstrated, historical underservice.

Programs should have identified the participants that would most benefit from the services rendered and the impact good jobs can have on the local community.

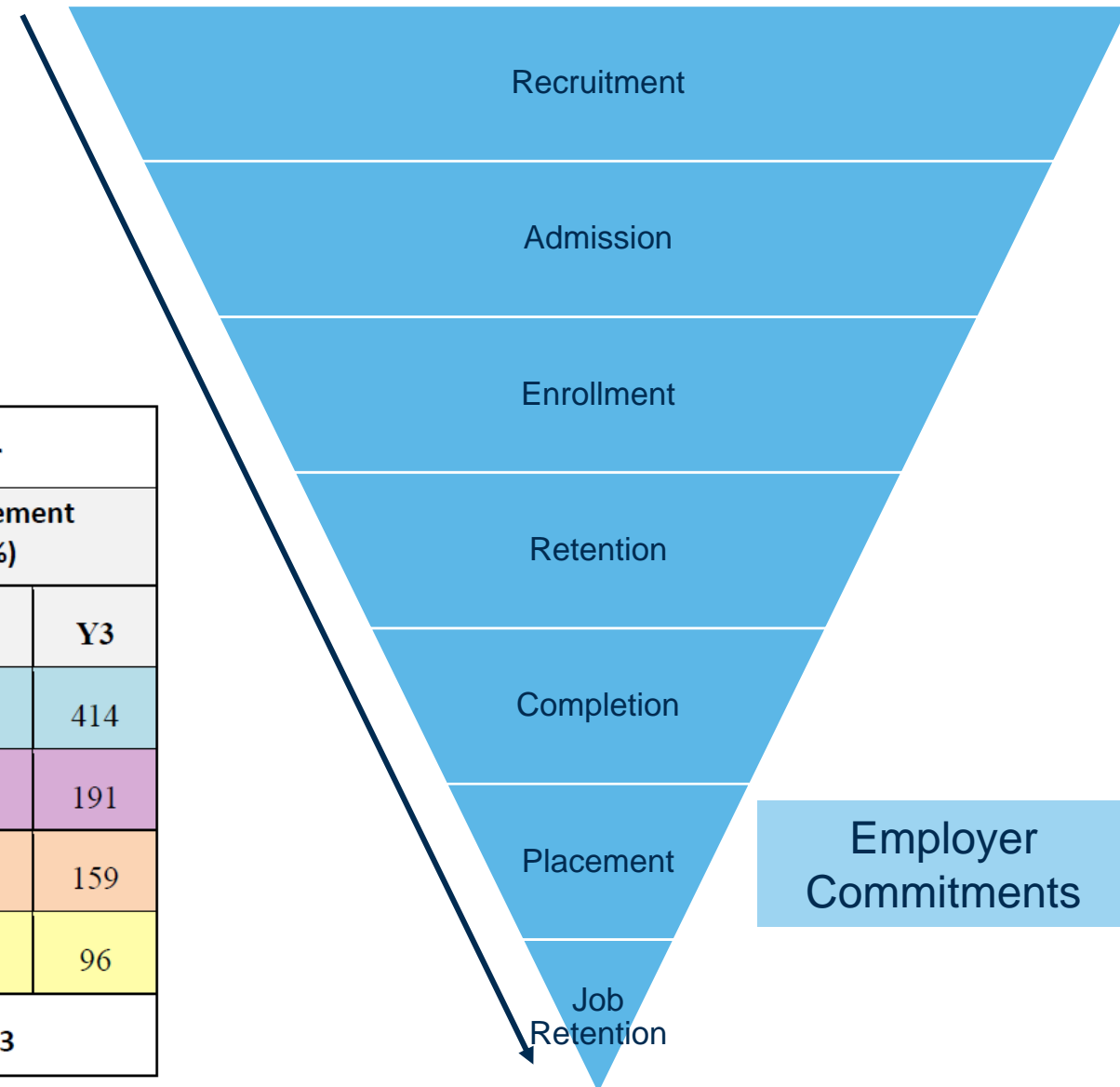
Measurement and Evaluation

- Best practice for grantees to have evaluation built into projects
- Programs benefit from the ability to track both participant and program outcomes

Good Jobs Challenge Metrics Example:

Table 4.2 Projected number of individuals recruited for the program by Sector

Sector	Participants			Completers (85%)			Job Placement (75%)		
	Y1	Y2	Y3	Y1	Y2	Y3	Y1	Y2	Y3
Healthcare	450	550	650	383	468	553	287	351	414
Technology	150	200	300	128	170	255	96	128	191
Clean Energy	0	150	250	0	128	213	0	96	159
Creative Industries	50	100	150	43	85	128	32	64	96
Project Total	3,000			2,550			1,913		



APPENDIX



U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

Some helpful links

Good Jobs Challenge awardees (includes project narratives):

<https://www.eda.gov/funding/programs/american-rescue-plan/good-jobs-challenge/awardees>

Talent Pipeline Management (U.S. Chamber of Commerce Foundation):

<https://www.uschamberfoundation.org/solutions/workforce-development-and-training/talent-pipeline-management>

Aspen Workforce Playbook: https://highered.aspeninstitute.org/wp-content/uploads/2019/06/The-Workforce-Playbook_Final.pdf

Next Gen Sector Partnerships Handbook:

<https://www.nextgensectorpartnerships.com/toolkit>

What does the Recompete NOFO* say about workforce development?

Strong workforce development projects should be employer-led to ensure that workers gain the skills necessary to perform needed jobs and are connected to quality job opportunities, in line with DOC's workforce best practices and the Commerce and Labor Departments' Good Jobs Principles. Additionally, applicants should consider their ability to drive employment into industries and occupations that pay and provide family-sustaining wages and benefits by increasing the demand for workers in those industries, not simply meeting existing demand in low-wage sectors. Sector-based partnerships that convene all parties involved with workforce issues (multiple employers, training providers, labor and community organizations) have been proven to drive higher wages for low-skilled workers.

The specific training models that applicants propose should align with the sectors, occupations, and skills the project seeks to address; example models include skills training programs, Registered Apprenticeships and other quality work-and-learn programs, and programs leading to industry-recognized credentials. Projects should explicitly create pathways for workers to access good jobs and should have quantitative targets for placements, with breakdowns for such targets by demographic groups. EDA expects applicants to articulate why such placement targets are realistic given the populations they serve, the underlying conditions in their geography, and the costs associated with such training, and EDA will consider those factors when evaluating project proposals.

In addition, EDA encourages applicants to (1) secure commitments from employers to hire individuals who successfully complete workforce training programs; (2) where necessary, provide wraparound services (e.g., childcare, transportation, wage stipends) to training participants; and (3) structure projects to focus on equitable access to training through recruitment and retention of training participants, including from underserved, underrepresented, and disadvantaged communities. Please note Recompete funds can be used to provide a variety of wraparound services (e.g., childcare, transportation, and other necessary worker-focused services) to individuals who are going through training programs. While EDA funds may potentially be used by an EDA grantee to provide wage stipends directly to training participants, they cannot be used to pay wage subsidies to employers for Recompete training participants' employment and/or on-the-job training. Finally, EDA is cognizant of the different base levels of available quality jobs and skills of workers within a community and expects applicants to propose projects that make sense in their geographies.

*See pages 10-11 of the NOFO: https://www.eda.gov/sites/default/files/2023-12/Recompete_Pilot_Program_NOFO_Phase_2.pdf