



## Launching and Managing a Regional Workforce Funding Collaborative

- **Marketing/Feasibility Assessment:** A Launch Committee of interested funders sponsors and helps organize one or more Funder Briefings. It meets with potential funders to explain the Workforce Funding Collaborative. It may also explore the potential for matching funds. Based on the response to these activities, it determines whether to establish a Workforce Collaborative.
- **Start-Up:** The Launch Committee designs, develops, and promotes a collaborative investment pool and a funding process. It facilitates participation by local and national foundations, local government, and local employers. The Launch Committee also seeks analyses of key regional industries to determine priorities for investment. The analyses make it possible for the Workforce Collaborative's investment partners to identify industries to target with the knowledge of what is currently being done in each sector and what is needed to achieve the greatest impact. The Launch Committee then brings investors together to develop a theory of change, or logic model, through which they develop a shared perspective on high impact strategies and the types of investment the Workforce Collaborative will make. It also recommends metrics to assure funders that investment will be focused strategically, produce significant impact, and link training to employment and increases in family economic security.
- **Governance:** The Launch Committee organizes the formation of a governing committee. Typically, the governing committee includes representatives of each investor in order to ensure that the member investors in the Collaborative are the decision makers. However, the governance structure may include other stakeholders as well. The governing committee develops and participates in the grant making process to determine the uses of investments, and to ensure that giving matches the requirements, charter, priorities, and funding restrictions of each funding source. Typically the governing committee seeks the guidance of and collaboration with local WIBs, public officials, labor unions, community colleges, and employer associations as well as employers from the targeted industry sectors, whose advice and support will help inform grant making. The governance structure needs to be designed so that the Workforce Collaborative operates with the speed and flexibility needed by the target industries, and has the oversight, accountability mechanism and metrics, and systems support needed to integrate grant making into the workforce and economic development structures of local WIBs, the cities, and the State.
- **Administration:** The Launch Committee typically funds one or more experienced consultants to staff the Workforce Collaborative, and to support fund development and program management. The governance committee typically forms an Operations Team that works with the consultant(s) to develop a request for proposal process and provide initial evaluation of the proposals; manage the grant portfolio, carry out financial recordkeeping and reporting; support/monitor grantees; provide sector research work to identify strategic opportunities in the targeted sectors; propose a marketing strategy for the Collaborative for both potential grantees and new investors; help to plan and coordinate meetings of the Collaborative and its committee structure; work closely with and convene meetings with the region's WIBs, employers, unions, colleges, local governments, and others; and support other activities as needed. EDD will provide in-kind support with labor market information services in the target sectors.

For more information, email Jack Mills, Director, National Network of Sector Partners, [jack@nedlc.org](mailto:jack@nedlc.org)

