



# Building a Competitive Workforce through Career Pathways Framework: Sustainability Options for Framework Integration and Expansion

## Overview

Competitive workforce strategies and career pathways are developed and sustained through the leveraging of resources. Throughout the life of a project, the collaborative should maximize the resources each partner brings to support the system. Additionally, partners should seek to leverage their investments with other outside resources.

### Employers/Business

Business partners, or employers, may be willing to fund curriculum development, work experience opportunities (internships, apprenticeships, try-out employment, etc.), or they may offer space or donate equipment to conduct training, provide an instructor or perhaps pay (or co-pay) tuition for the workers being trained. Below are some of the resources which may contribute toward pathways sustainability.

- Curriculum development
- Work experience opportunities
- Space to conduct training
- Equipment and supplies
- Instructors
- Tuition assistance for workers
- Direct fees for service for incumbent worker training

### Secondary Education Partners

Secondary education partners are able to leverage their vast resources to support competitive workforce strategies and career pathways. They may work with other collaborative partners on curriculum alignment, articulation and dual enrollment. They also offer career information and guidance, academic counseling, and college readiness preparation. And, they may provide training space, equipment and instructors to support career pathways initiatives. Below are some additional resources they may offer.

- Federal, state and local aide to schools based on student enrollment (per pupil or average daily attendance funding)
- Title 1 funding for at-risk student populations

## Bridge Training Programs

Bridge funding programs access federal, state and local funding as well as grant dollars to support their programs. Bridge program providers use these dollars to provide adults who do not have adequate basic skills with the training and associated supports they need to enter and advance in college and career track training.

Bridge programs often access Temporary Assistance to Needy Families (TANF) funds. TANF is a block grant from the federal government to the states, amounting to over \$16 billion per year which supports job preparation, work, and other support for education and training. TANF Employment and Training funds could be used for support services for low-income college students, for the education of youth in TANF households, for assistance to youth who are non-custodial fathers of children in TANF households, for vocational rehabilitation to serve people with disabilities, and for other related options.

Other specific funding to which bridge programs may have access includes the following:

- Federal Funds
  - Bridge funding
  - WIA Title I
  - WIA Title II
  - Carl D. Perkins
  - Community Services Block Grants
- State Funds
  - Child care subsidies
  - Job training
  - Adult education

## Post-Secondary Institutions

Post-secondary education partners may also be able to contribute toward curriculum development, training space, equipment, and instructor costs. Financial aid packages may also be available through a post-secondary education partner. Students may be eligible for Pell Grants, Work Study support, Federal Perkins Loans, Federal Supplemental Educational Opportunity Grants and high-growth industry-specific programs such as the Nursing Education Loan Repayment Program (NELRP), administered by the U.S. Department of Health and Human Services. Community Colleges may have received other federal grants from the Departments of Labor or Education that could be used as leverage, such as the Carl D. Perkins Vocational and Technical Education Act (VATEA) grants. There may also be secondary school resources and partners available to support career pathway projects. Pathways partners should consider the following resources from education partners:

- Curriculum development
- Space to conduct training
- Equipment and supplies
- Instructor
- Secondary school resources
- Financial aid packages and grants

- Pell grants
- Work Study
- Federal Perkins Loans
- Federal Perkins VATEA grants
- Federal Supplemental Educational Opportunity Grants
- Industry-specific loans and grants
- High-growth job training grant leverage from Departments of Labor or Education

### **Workforce Investment System**

The Workforce Investment System may offer support services to trainees including incumbent or dislocated worker tuition assistance, English, Math or computer remedial training, high school equivalency diploma programs, connections to affordable housing, day care, transportation and food stamps. Specifically, workforce partners may contribute:

- Incumbent and Dislocated worker tuition assistance
- Recruitment Assistance
- Job Posting and Job Fairs
- Screening, Assessment and Testing
- Labor Market Information
- Career Guidance
- Training Services
- Remedial courses in English, Math, and computer skills
- GED programs
- Special population-specific programs
  - Transitioning military personnel and spouses
  - Native Americans
  - Migrants and Seasonal Farm workers
  - Persons with disabilities
  - Mature and older workers
  - Youth
- Connections to affordable housing, day care, transportation, food stamps, et

### **Economic Development**

National, regional, state and local economic development corporations (EDCs), including chambers of commerce, and rotary clubs, can also support projects. Aside from cash awards, they may be willing to offer the following resources:

- Space to conduct training and meetings
- Advertising in print and internet media
- Networking opportunities
- Employer-focused funding dollars

## Industry Associations

National, regional, and local not-for-profit industry associations should also be considered as strategic partners. In high-growth industries including health care, advanced manufacturing, automotive services, geospatial and information technology, national associations offer funding and in-kind support to local, state, and national projects. These associations can be approached directly or through workforce, employer or education partners. . Industry associations may contribute:

- Industry-specific training
- Tuition assistance
- In-kind and cash support
- Equipment and supplies
- Networking and outreach opportunities
- Data regarding industry trends and workforce challenges.

## Community-Based Organizations

Community-based and faith-based organizations offer outreach to hard-to-reach and underserved populations, as well as recruitment and support services to workforce development projects in a number of ways. Partnerships should consider leveraging the following resources from community-based organizations:

- Employability and job readiness skills training
- Dress-for-success programs
- Temporary Assistance for Needy Families (TANF) resources
- Connection/network to low cost support services
  - Day care
  - Transportation
  - GED programs
  - Remedial courses in English, Math, and computer skills
  - Courses in English language proficiency

## Private Foundations

Private Foundations are strong partners in support of workforce development efforts around the country. Their missions may focus on issues such as poverty, education, or social policy development and their geographic scope may be localized, regional or national. Private foundations fund the following areas:

- Local, state, regional, and/or national initiatives
- Provide funding or co-funding for pilot demonstration models
- Provide funding for programs to increase capacity or access to benefits
- Take leadership role in collaborative efforts among industry/business, education, and public sector partners
- Support for strategic planning phases and grant writing
- Dissemination of policy papers documenting promising practices and lessons learned
- Advocacy work for effective workforce development policy

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