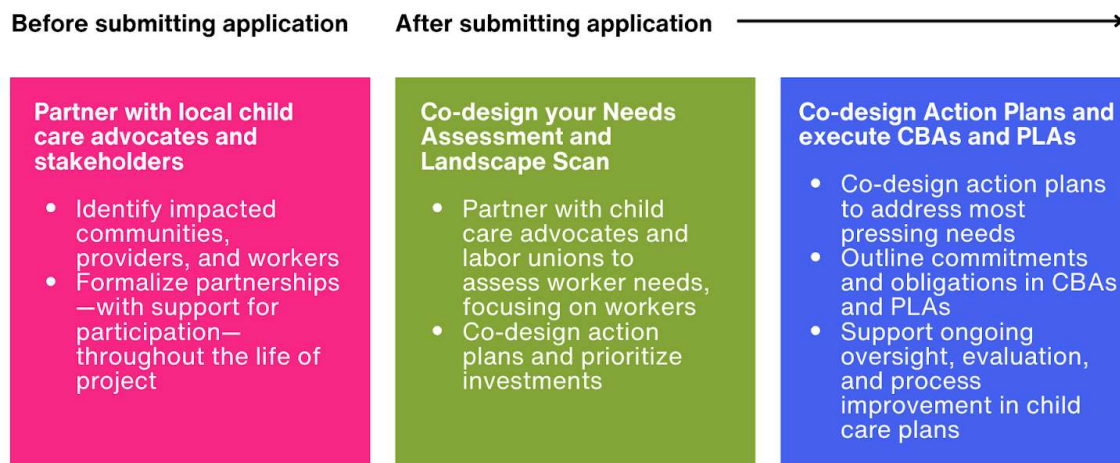


Creating Your Plan: Key Steps Before Submitting Your Application

Step One: Understand Department of Commerce’s Guidance for CHIPS Act Funding

Companies seeking CHIPS funding are encouraged to support the Department’s key priorities:

- Highly effective [workforce investments](#)
- Biden Administration’s [Good Jobs Principles](#)
- Support [1 Million Women in Construction Initiative](#)



Step Two: Connect Early with Child Care Advocates, Providers, and Unions

A key first step in a firm’s strategy on child care is to partner with the local community of child care advocates, organizers and providers, and labor unions engaged with your

workforce. Consider including governmental partners managing the child care sector in your outreach as well. To strengthen your application for CHIPS Act funding, ensure you are engaging key stakeholders early and planning effectively to lay a path for formal partnership as your project planning process moves forward.

Who are the child care stakeholders in your state?

A detailed description of child care stakeholders can be found in *Stakeholders in the Child Care Landscape*.

- **Community-based organizations and coalitions** with proven track records of advocating for increased child care funding and improved policies in your state. These organizations possess a deep understanding of the intricate systems involved in funding, regulating, and administering child care services to families across the state in ways that ensure child care meets the needs of the communities in which they work. By partnering with such advocates, CHIP manufacturers can strategically plan their child care investments by bringing together the necessary stakeholders to design an inclusive child care benefit plan. Grassroots community organizations like the Ohio Organizing Collaborative (OOC) and other similar entities actively engage with family child care providers, early childhood educators, parents and families. These organizations are well-positioned to collaborate with CHIPS applicants in developing and implementing child care plans that align with the Department's guidelines, and that invest in local communities. Additionally, child care resource and referral agencies (CCR&Rs), with their relevant experience and extensive networks, can serve as excellent partners in this endeavor.
- **Labor partners representing construction, manufacturing, and child care workers in your state**, including Women in Trades organizations and others working to increase women and workers of color in nontraditional careers. To ensure a comprehensive approach that addresses the workforce needs of the semiconductor and construction industries, it is crucial to identify and collaborate with organizations closely connected to the workers in these sectors. These organizations may include building trades unions, manufacturing and child care worker unions, pre-apprenticeship programs focusing on communities of color and women workers, and apprenticeship programs.

- **State and local government staff who are engaged in the child care sector.**

Consider enlisting local city, county, or state entities to oversee the recruitment of stakeholders and facilitate stakeholder meetings for your project. Your firm may have already enlisted these partners to assist with site location or funding for your project, leveraging their expertise to also manage the co-design and co-creation process for your workforce development and childcare strategies would be beneficial.

By engaging these community and governmental partners, you can tap into their experience, local knowledge, and existing infrastructure to enhance the success of your workforce development and childcare initiatives.



Questions to Consider

- What resources and connections do you currently have to assist you in finding relevant partners in both the child care and workforce sectors?
- Who are the organizations and networks working directly with diverse providers, child care workers and parents in low-income communities near your new facility?
- Who are the grassroots organizations working actively to increase state and local funding and infrastructure for child care and early childhood education in your state and local counties?
- Are there organizations in your community actively working to increase recruitment, training and employment opportunities for women and people of color in construction and manufacturing?
- Are there organizations in your community focused on developing child care jobs as good jobs? And on growing the representation of women and people of color in manufacturing and trades occupations?



Step Three: Convene Key Partners and Formalize Collaboration

Once you have identified key partners, it is critical to build relationships and establish trust with these new collaborators. This work includes convening future partners to build common ground and a shared vision for an effective child care strategy to support your facility. Formalizing community partnerships through clear agreements will build trust and clarify how you will work together and incorporate community voices into the planning, implementation, and evaluation processes of your child care plan.

Best practices for formalizing community partnerships include:

- Establish a core community advisory table with a long-term perspective in mind.** This group should consist of a diverse range of community representatives, including child care advocates who closely collaborate with child care providers, parents/families, workers, and unions. It is essential to prioritize the inclusion of individuals from low-income backgrounds and communities of color. Additionally, consider involving stakeholders from workforce development sectors, unions, and organizations supporting women in the construction trades. This advisory table should be viewed as the project's long-term partners who actively contribute to the design, implementation, evaluation, and continuous improvement of your programs.
- Develop a Memorandum of Understanding or Agreement (MOU)** that outlines the roles, responsibilities, and expectations for members of the project team including company staff and community advisors. The MOU should clarify the objectives, scope, timelines, and resources dedicated to the community partnership. It can also define the governance structure, decision-making processes, and mechanisms for resolving conflicts or disputes.
- Include opportunities to jointly plan and make decisions together.** This can include co-design sessions, workshops, or focus groups where community members actively participate in shaping the project's outcomes, identifying potential challenges, and proposing solutions. Collaboration in decision-making ensures that the project aligns with community needs and values.
- Provide equitable compensation** to community organizations, workers, providers, and parents/families for their valuable expertise and knowledge of the

child care sector. Community advocates and their members will provide invaluable expertise to help you reach your goals, and the time commitment for projects will be over several years. Ensure they are fairly compensated for these contributions, allowing nonprofit organizations and other community partners to have the capacity to invest for the long haul and plan their staffing and support accordingly. Funding mechanisms can be tailored to the level of participation, such as offering direct payments for involvement, extending organizational sponsorships with community-based organizations, and providing stipends for community input sessions.

- Establish a communication plan** that includes regular updates, newsletters, community meetings, or digital platforms to keep community partners informed about project progress, milestones, and any potential impacts or changes. Provide opportunities for community partners to provide feedback, ask questions, and raise concerns.
- Consider the long-term sustainability of the community partnership** beyond the project's completion. Explore ways to maintain ongoing collaboration, support community-led initiatives, or establish legacy programs that continue to benefit the community even after the project concludes.



Questions to Consider

- How will you staff your outreach and communications work? Who will be responsible for maintaining partnerships through the phases of development?
- How will you involve your local and state partners to help convene other local organizations, especially where there may be existing connections and partnerships?
- Have you allocated adequate resources, including funding, technical expertise, and staff support, to bolster the community partnership? This proactive allocation demonstrates a genuine commitment to the partnership's success and effectively addresses any capacity or resource gaps within the community.

Step Four: Create a [Workforce Development Plan](#)

Workforce development plans must align with the [Good Jobs Principles](#) which outline the elements of a good job, including addressing: recruitment and hiring practices, pay and benefits, job security and working conditions, worker empowerment and representation, skills and career advancement, and organizational culture.

Plans must deliver:


- Facility workforce plan with five essential elements: workforce needs assessment, recruitment and retention strategies, adherence to Good Jobs Principles, commitments to training and wraparound services, and defined milestones and metrics.
- Consultation, engagement, and coordination with workforce partners, including those supporting women and communities of color, to codesign effective workforce plans.
- Sectoral partnerships to create pathways for local workforces and align employer demand with skilled workers.
- Clear policies and practices and training to combat harassment, discrimination, and retaliation; and onsite and on-the-clock mandatory training.
- Removal of barriers to equity through robust outreach, recruiting, and provision of wraparound services.
- Collaboration with existing programs and institutions that connect workers with needed skills to good jobs.
- Commitment to inclusion in the workplace, including a safe work environment for diverse workers.

Collaboration with workforce partners, including: educational institutions, training providers, community-based organizations, labor unions, and workforce development agencies is essential in formulating the plans and establishing a coordinated workforce system. Support Career Technical Education, Registered Apprenticeships, and earn-as-you-learn programs—with a focus on training economically disadvantaged individuals and underrepresented groups.



Example: Construction Careers Pathways Framework Model

The Construction Career Pathways regional collaboration, based in the Portland metro area, developed a nationally recognized comprehensive strategy to diversify the construction workforce through labor and community partnerships and workforce funding. The result of this effort is a unifying Construction Careers Pathways framework that commits contractors to a suite of best practices to grow the number of women and BIPOC workers on large-scale infrastructure projects. This Framework helps projects deliver: 1) Consistent workforce diversity goals, 2) Workforce recruitment and retention plans, 3) Equity guidelines and worker protections, 4) Funded training of pre-apprenticeship and apprenticeship programs, and 5) Wraparound services for recruitment, retention, and mentorship. It has also developed a regional Project Labor Agreement to embed equity provisions into union practices to train and deploy women and people of color onto construction jobs. As part of a regional effort to diversify the construction trades, the Portland metro region employers created a workforce funding collaborative and invested \$2.9 million dollars into supportive services, including child care, for diverse construction workers.



Step Five: Create Your [Child Care Plan](#)

In conjunction with workforce development plans, develop a plan for affordable, reliable and accessible child care for the project's workers in construction and manufacturing that meets a wide range of family needs.

Child care plans must include:

- Plan to assess child care needs by construction and manufacturing workforce (needs assessment)
- Plan to assess regional child care capacity (landscape scan)
- Documented partnerships with child care partners and other stakeholders in the sector
- Effective and inclusive child care options that consider:
 - Affordability: costs are within reach for low- and medium-income households without compromising a family's ability to meet other needs for housing, food, transportation, health care, etc.
 - Accessibility: at a convenient location with hours that meet workers' needs, and in communities with sufficient child care supply to find and maintain care
 - Reliability: granting workers confidence that they will not need to miss work for unexpected child care issues
 - Quality: providing a safe and healthy environment that families can trust to nurture the healthy growth and development of their child based on their cultural, linguistic and other preferences
 - Responsive: ensuring child care options that fit the unique needs of the workforce including culturally-specific and "off-hour" options, allowance for friend and family providers, proximity to home and school, etc.
- Child care delivery mechanisms that are inclusive of diverse needs include a combination of:
 - On-site child care operated by employer
 - Off-site child care operated by a contractor
 - Off-site child care cash assistance to employees
 - Off-site child care provider sponsorship with local providers