

RFA Workforce & Good Jobs and Equity Fellows

The Policy Lever:

Advancing Job Quality through Administrative and Legislative Actions

June 7, 2023

Let's warm up that chat box...

....What is one win you've had in the last month you'd like to share?

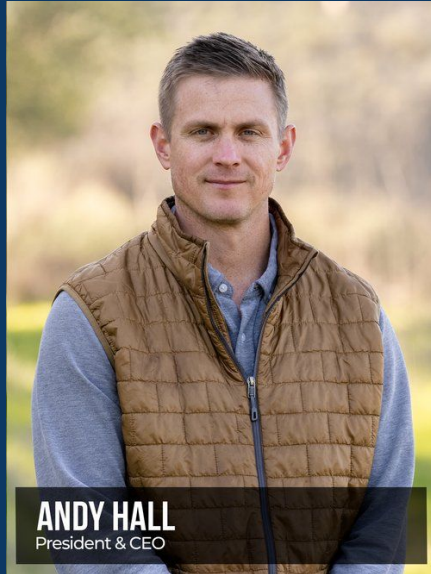
- The program will begin shortly
- Please turn on your video
- Please mute your microphone
- You are welcome to use the chat box for discussions or questions throughout the session!
- Please rename your screen to
 - “Name, Preferred Pronouns, State, City/County”
 - *Example: **Andy Hall, he/him, San Diego, CA***



Welcome and Introductions

3

Today's Facilitator



TRAILHEAD
STRATEGIES

By the end of this session we will...

- ✓ Review May 10th procurement session
- ✓ Discuss the different types of policies that can be used to advance job quality
- ✓ Review and discuss a peer case study from the City of Berkeley
- ✓ Identify at least one action step to take in their own work

Job Quality Levers

Procurement



Empowerment



Policy



HR Practices



Education & Enforcement



Brief Review - May 10th: Procurement

Using Government Buying Power to Improve Job Quality



Procurement

Procurement can influence the quality of jobs and equity of access through how funds are used, and for what purpose. Agencies can use procurement practices to directly fund job quality or equity related projects, to prioritize diversity and high quality jobs in the organizations they choose to fund, and through the procurement process itself as a means of advancing job quality.

The Procurement Cycle





**RESULTS
FOR AMERICA**



TRAILHEAD
STRATEGIES

Results for America (RFA) and Trailhead Strategies, an RFA contractor, are pleased to share the following case study, with permission of Travis County Purchasing Office, Contract Compliance. The information included is for learning purposes only. Specific questions regarding the details of the work should be directed to the point of contact found at the bottom of this document.

Making the Construction Industry a Better Place to Work
Travis County, Texas

An Idea is Birthed

Travis County, located in south central Texas, is home to Austin, frequently named one of the fastest growing cities in the country. The rapid influx of people over the last decade has increased demands for goods, services, and county infrastructure throughout the area and put pressure on existing institutions, and their workers, to meet ever growing demands.

Tenley Aldredge, at the time an Assistant County Attorney specializing in construction, facilities management, transportation, and other infrastructure, saw an opportunity to harness the growth the County was experiencing to transform the construction industry. Tenley shared, "I had worked in all aspects of the field from real property development projects to taxpayer-funded public works construction, advising on statutory requirements relevant to these areas and reviewing legal contracts for building roads, warehouses, and other structures. While I loved the work, I saw the potential for combining my expertise in construction law with my desire to help workers through social justice. I became aware of the Better Builder Program that [Workers Defense Project](#) (WDP), a local worker advocacy group, had launched several years earlier."

The Better Builder Program was focused on addressing widespread wage and safety issues faced by Texas construction workers, precisely the type of mission that Tenley could eagerly embrace. She began exploring opportunities for partnership between the County and WDP, ultimately deciding to leave the County Attorney's Office and transfer to a different department where such collaboration could be initiated.

The Origins of Better Builder

Better Builder is a Texas based effort focused on improving conditions in the Texas construction industry by advocating for the following workplace standards: living wages, OSHA safety training, worker's compensation coverage, local hiring goals and independent third-party monitoring.

Tenley Aldredge

Director

Contract Compliance, Travis County

Purchasing Office



The Policy Lever to Advance Job Quality A Framework to Organize Your Efforts

10

Job Quality Levers

Procurement



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HR Practices



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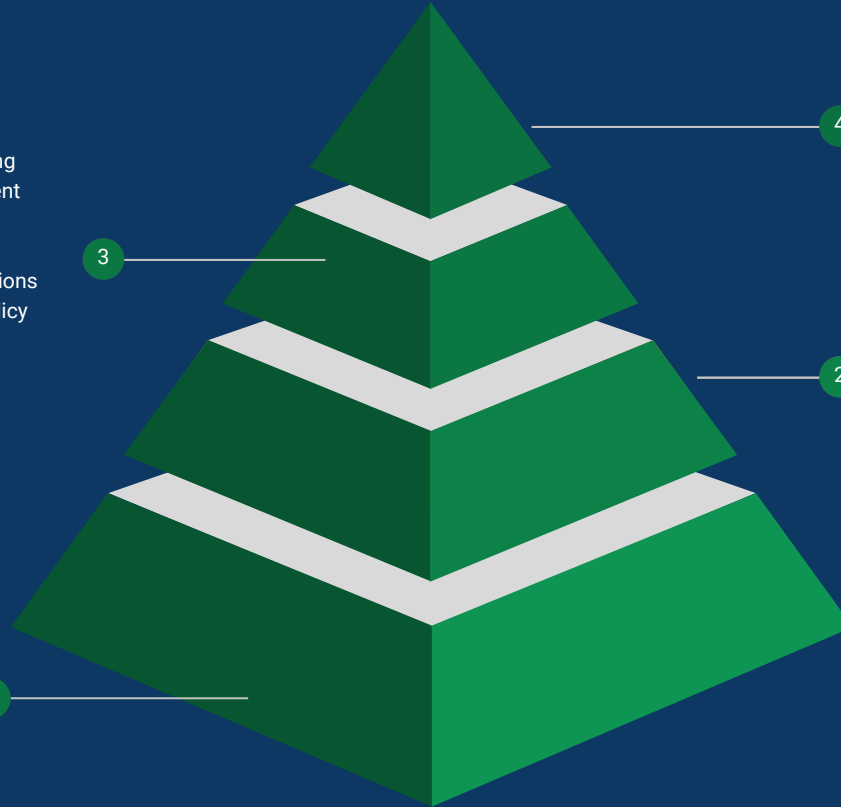
Three types of Public Policy

- **Carrots** refer to economic incentives
- **Sticks** refer to requirements and regulations
- **Sermons** on information, values, and processes

Policy Levels

Department Policies

Formalized processes and procedures guiding the priorities and operations of the department that oversees multiple funding streams and programs. This might include a department handbook, strategic plan, department operations manual, or other department-wide formal policy documents.



Jurisdiction Policies

Laws, ordinances, regulations, and other policy tools that may impact all of the people living or organizations operating in the community.

Program Policies

Formalized processes and procedures dictating how funds are used, who is eligible for the program, how the program operates, compliance guidelines, funding stream requirements, and other formalized rules, regulations, and priorities influencing a specific program. These policies are often contained in program handbooks, formal guidance or directive letters, contracts, and other program-specific documents.

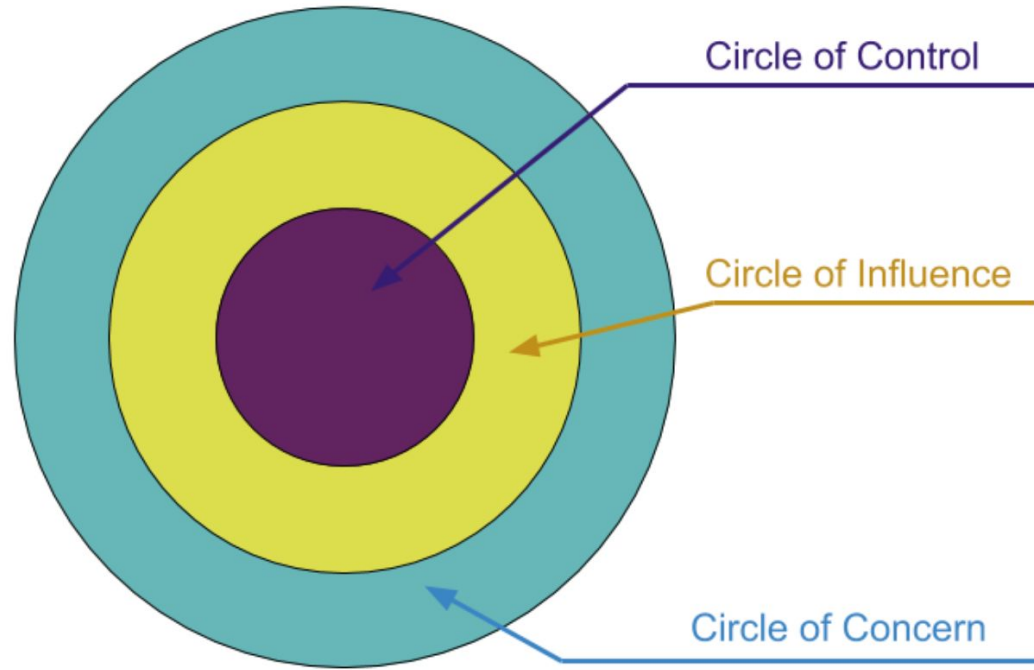
Organizational Policies

Charters, by-laws, strategic plans, operation manuals, code of regulations, and other policy documents that govern how an entire state, county, city, or other government entity operates.

The Job Quality Policy Matrix - Living Wage

	Level 4: Program Policy (e.g., WIOA Youth Team, Small Business Loan Program)	Level 3: Department Policy (e.g., Department of Workforce & Economic Development)	Level 2: Organizational Policy (e.g., County Government)	Level 1: Jurisdiction Policy (City, County, State)
“Carrots” Incentives that provide resources, goods and services to broadly accessible systems and resources (e.g. infrastructure, education, healthcare) or specific individuals or groups.	Living Wage Policy for WIOA On-the-Job Training Contracts	Living Wage Policy for all wage subsidy programs	Procurement preference points for paying a living wage	Recognition as a “Living Wage” employer
“Sticks” Regulatory policies, or mandates, limit the discretion of individuals and agencies, or otherwise compel certain types of behavior.	Living Wage Performance Targets for a specific program	Living Wage performance targets for all department programs	Living Wage Ordinance	Minimum Wage Law
“Sermons” Statements of values, information sharing, and policies and procedures governing how government operates and power is divided	Policy to research and publish average wage at placement for a workforce program	Department strategic plan prioritizing living wage as a key outcome	Workforce Board Appointment Criteria	Proclamations

Defining Your Focus



The Job Quality Policy Matrix

Circle of Control

Circle of Influence

Circle of Concern

	Level 4: Program Policy (e.g., WIOA Youth Team, Small Business Loan Program)	Level 2: Department Policy (e.g., Department of Workforce & Economic Development)	Level 3: Organizational Policy (e.g., County Government)	Level 4: Jurisdiction Policy (City, County, State)
“Carrots” Incentives that provide resources, goods and services to broadly accessible systems and resources (e.g. infrastructure, education, healthcare) or specific individuals or groups.				
“Sticks” Regulatory policies, or mandates, limit the discretion of individuals and agencies, or otherwise compel certain types of behavior.				
“Sermons” Statements of values, information sharing, and policies and procedures governing how government operates and power is divided				



Learning from the Field:

City of Berkeley Office of Economic
Development

Building an Ecosystem to Support Worker Cooperatives

17

Guests



Kieron Slaughter

Chief Strategist, Economic Innovation, Office of
Economic Development
City of Berkeley



Sarah McBroom

Director, Regional Engagement
Project Equity

February 2016	City Council adopts a resolution to support workers cooperatives and refers City Manager to develop a Worker Cooperative Ordinance
2016 - 2017	The referral is placed in a backlog amidst other city priorities. The City's Office of Economic Development (OED) restaffs and works to identify funding for the initiative.
November 2018	Sustainable Economies Law Center brings initial Recommendations to Amend Berkeley Revolving Loan Fund policies. The Loan Administrative Board (LAB) takes recommendations under advisement but does not take action.
January 2019	The Finance Department updated its business license application and renewal forms to better accommodate worker-owned cooperatives. OED contracts with Project Equity to address awareness and "loan readiness" concerns related to policy change.
July 2019	Loan Administration Board approves the amended terms of the City's Small Business Revolving Loan Fund to expand access for worker cooperative businesses and creates a 10% lending target for cooperatives. The City Council and federal EDA approve shortly afterward.
July 2020	City of Berkeley OED receives \$814,000 of EDA Cares Act Funds to further capitalize and administer RLF
March 2023	First cohort of five Berkeley companies transitioned to employee ownership and cooperatives, making Berkeley home to the highest percentage of workers cooperatives per capita (1.14%) than any other US city.

Case Study: Fireside Chat (will not share slides)

- Tell us a little about yourself, your role and the basic demographics of the City of Berkeley.
- The case study starts with a 2016 proclamation from the City Council to “Adopt a Resolution to Support Worker Cooperatives, and refer to the City Manager to develop a Worker Cooperative Ordinance. For starters, what is a worker cooperative? Why were City elected officials interested in supporting worker cooperatives?
- So, what are some of the unique challenges worker cooperatives phase in accessing City services? Why was a policy change needed in the first place?
- After the Feb. 2016 proclamation, it wasn’t until November 2018 that some major momentum for policy changes started coming together. What was going on behind the scenes in that 2.5 year period? What are the major lessons or takeaways of that period?
- In 2018, things really started to move. Recommendations were brought forward to the Loan Administration Board in November 2018. What is the Loan Administration Board and the RLF it oversees. What were the recommended changes to the Loan Administration policies?
- In January 2019, the City’s finance department updated its business license application and renewal form with an option for worker cooperatives. While the uninitiated might not understand why that is such a big deal, people on this call certainly do. What was the significance of adding “worker cooperative” to the business license application form have for the overall initiative? How did you get that done?
- January 2019 was when the City got into contract with Project Equity. Tell us a little bit about the scope and what this partnership brought to the effort?
- Ok, July 2019...the Loan Administration Board approves the policy changes. Shortly after, the City Council and the federal EDA approved the new policies supporting worker cooperatives. What was that moment like for you and your team?
- The case study outlines some lessons learned. Lets unpack those a bit for the group.
 - Lesson 1: Employee ownership has broad political support...(can you say more about that?)
 - Lesson 2: but staff time and budget is critical...(in this case, why was elected leadership on this issue necessary, but not sufficient?)
 - Lesson 3: Set funding targets (not additional restrictions). The target % of the RLF loan fund is 10%. But that is not a required, set aside pot of money only for cooperatives. Can you talk about why you and the City approached it this way?
 - Lesson 4: Don’t over promise: In the case write up, you talk about messaging the worker cooperative policy effort as “another tool in the toolbox”, and not a silver bullet. What benefits does this messaging approach provide?
- By March 2023, the first cohort of five Berkeley companies transitioned to employee owned cooperatives, making Berkeley home to the highest percentage of worker cooperatives per capita (1.14%) than any other US city. First, congratulations. Second, where do you go from here?
- Sarah - Project Equity played such a large role in this project. And I know you are working in multiple jurisdictions across the US. What are some common themes and policies you are seeing from local and state economic and workforce agencies to support worker ownership? Are you seeing many jurisdictions using ARPA SLRF to advance such strategies?
- On September 29, 2022, California’s governor signed Senate Bill 1407 into law, the California Employee Ownership Act. What are the major provisions? Where does it fall short?
- On May 16, the Employee Equity Investment Act (EEIA) was introduced with bipartisan, bicameral sponsors. What is in the act? What would it do for employee ownerships?



Live Q+A

21



Breakout Discussion

22

Breakout Discussion Questions

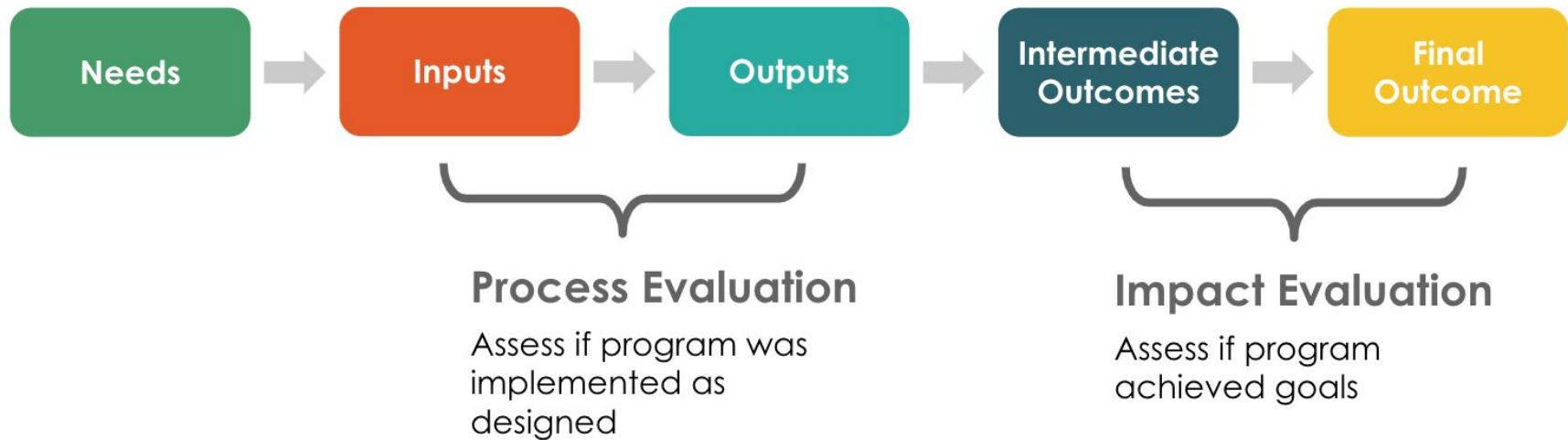
- **What resonated with you about the case study?**
- **Based on what is within your control, what is one step you can take to move the needle?**



Measuring Policy

24

Theories of Change - Begin with the End in Mind



Measuring Success of Policy Initiatives

Policy Type	Sample Metrics
Carrots	<ul style="list-style-type: none">• # of times / amount of resources provided and resulting change• \$ allocated and resulting change
Sticks	<ul style="list-style-type: none">• Reductions in incidents (# or %) of undesirable behaviors or increase in incidents (# or %) of desirable behavior• # of non compliance occurrences
Sermons	<ul style="list-style-type: none">• Positive or negative perceptions of involved individuals• Shifts in levels of awareness and understanding

Metrics

Overview

The following includes a variety of data elements that can be collected and measured to better understand job quality for each of the components from the framework. This information is intended to give users of the Job Quality Playbook a starting point for collecting and measuring job quality data. This is a compilation of metrics and no one organization is implementing all of the metrics listed.

Earnings

Earnings includes base pay, bonus and profit sharing.

Benefits

Benefits includes health, well-being, education, wealth building and safety net support.

Schedules

Schedules include flexible, stable and fair scheduling.

Learning and Development

Learning and Development includes career path support, training and skill development, recognition, and advancement.

Safety and Security

Safety and Security includes physical, mental, emotional, and structural security.

Voice and Representation

Voice and Representation includes formal representation, participatory management, and employee engagement.

Environment and Culture

Environment and Culture includes use of skills, sense of connection, stability, and autonomy.

Purpose and Meaning

Purpose and meaning includes mattering and personal alignment.



Wrap Up & Next Steps

28

Next Step Commitments

In the chat please write:

- The action you are committing to complete between now and your next meeting with RFA
- What you need from RFA to be successful

Example: I am committing to meeting with my project team to work through our version of the job quality policy matrix to help us narrow down how we might use policy to advance our project goals. The help I need from RFA is to facilitate a 90 minute planning session with my project team to help do this.

Upcoming Sessions and Resources

✔ Don't forget to review materials and resources following the Convening on the [Fellows Resource Page](#)

✔ June 21st Training | RFP Peer Learning Discussion

[Register here](#)

✔ July 12th Training | HR Practices “Lever”

Registration information sent shortly

WE WANT TO SUPPORT YOU!

**PLEASE COMPLETE THE QUICK POLL ON THE
SCREEN**



THANK YOU!

Please send any follow-up questions to:

- **morgan@results4america.org**
- **kelsey@results4america.org**

**Need additional support with your projects?
Reach out to schedule office hours.**