COMMONWEALTH CORPORATION

WCTF SUSTAINABILITY PLANNING TOOLKIT | EXAMPLE

Example: A Completed Sustainability Roadmap

A fictional partnership, for illustration only

Use with: Tool 5, Sustainability Roadmap

About This Example

This is a completed Sustainability Roadmap for a fictional WCTF partnership. It shows the level of detail that makes a roadmap useful: specific decisions, named owners, realistic funding, and dates.

The partnership, organizations, and numbers are invented for illustration. Your roadmap will look different, since every region, industry, and partnership is different. Use this as a guide to how much detail to include, not as a model to copy.

Notes in blue point out what makes each section effective.

The partnership at a glance

The Mill River Healthcare Careers Partnership is 18 months into a 36-month WCTF grant. It trains unemployed and underemployed residents as Certified Nursing Assistants (CNAs) and offers healthcare-focused English classes (ESOL) to incumbent hospital support staff who want to advance. It runs four CNA cohorts a year, and about 78 percent of completers are employed as CNAs within six months.

The partnership completed its Readiness Reflection (total score: 74, early-stage planning), its Partnership Mapping, and the Planning Guide over three sessions before filling in this roadmap. Its lowest-scoring pillars were Resource and Funding Strategy and Partnership Strength and Commitment.

Sustainability Roadmap

Partnership name	Mill River Healthcare Careers Partnership (fictional)
Date completed	Grant month 18 of 36
Partners who contributed	Mill River Community College; Regional Workforce Board; Northbridge Health; Maple Grove Senior Living; Valley Community Action; Mill River Adult Learning Center

1. Workforce Strategy to Sustain

What core workforce pathways, program elements, or strategies will continue beyond the grant?

Priority strategy 1	The entry-level CNA pathway: state-approved CNA training with clinical placements at partner employers and a guaranteed interview for every completer.
Priority strategy 2	Healthcare ESOL for incumbent workers: on-site English classes for hospital environmental services and dietary staff, leading to the CNA pathway.

> ***What makes this strong:*** *The partnership chose two specific strategies instead of trying to keep the whole program. Each is concrete enough that partners know exactly what they are committing to.*

2. Workforce Need and Value

What workforce need does this strategy address, and why does it remain important?

Healthcare support occupations are a priority in our Regional Workforce Blueprint. Our two employer partners report more than 60 open CNA positions between them at any given time, and turnover in these roles remains high.

The ESOL strategy addresses a second gap: many incumbent support staff want to advance but cannot enter CNA training because of English language requirements. Without this pathway, employers lose experienced staff who could fill CNA roles and residents lose a route to higher wages.

3. Partnership Roles and Governance

Who will lead, coordinate, and support this work moving forward?

Partner	Role	Expected contribution
Mill River Community College (lead)	Delivers CNA training; coordinates the partnership	Half-time coordinator funded in the college budget; classroom and lab space
Regional Workforce Board	Recruitment, eligibility, and training funds	Career center staff time; training funds for eligible participants
Northbridge Health	Employer; clinical site; hosts ESOL classes	Clinical placements; interviews every completer; on-site ESOL space and paid class time
Maple Grove Senior Living	Employer; clinical site	Clinical placements; tuition for 6 staff per year
Valley Community Action	Recruitment and participant supports	Case management; transportation help through its existing programs
Mill River Adult Learning Center	ESOL instruction	Instructor time through its existing state adult education funding

How partners will coordinate and make decisions:

A steering committee with one representative from each partner meets quarterly, convened by the college coordinator. Decisions are made by consensus, and roles will be formalized in a memorandum of understanding (MOU) signed by grant month 21.

> ***What makes this strong:*** *Every partner has a concrete contribution, not just "support." The lead organization is named, and the coordinator's position has a funding source after the grant.*

4. Employer Engagement Strategy

How will employers stay engaged in the workforce strategy?

Both employers will continue to host clinical placements, interview every completer, and join an annual curriculum review.

Northbridge Health will host ESOL classes on site during paid work time and has been asked to fund a part-time ESOL instructor. Maple Grove will pay tuition for up to six of its own staff each year.

The Regional Workforce Board's business services team will recruit two additional long-term care employers so that the pathway does not depend on only two.

5. Program Model Adaptation

How will the program or strategy change to be sustainable?

Scale: Reduce from four CNA cohorts per year to three, matching current employer demand and available clinical sites.

Integration: Move CNA training into the college's noncredit workforce catalog so that it can be funded through tuition, employer payments, and workforce board training funds.

Delivery: Shift ESOL classes from the college to Northbridge Health's site. The separate job coach role will be absorbed by Valley Community Action case managers.

6. Resource and Funding Strategy

How will this work be supported financially and operationally?

Funding source or contribution	Partner or funder	Estimated value	Status
Training funds for eligible participants	Regional Workforce Board	About 15 participants per year	Committed
Tuition for incumbent staff	Maple Grove Senior Living	6 seats per year	Committed
Half-time partnership coordinator	Mill River Community College	0.5 FTE	Committed
Part-time ESOL instructor	Northbridge Health	1 instructor, part time	Requested
State healthcare workforce grant	College grants office	To be determined	Identified

Plans for cost-sharing across partners:

Employers cover clinical supervision and paid class time. Valley Community Action covers transportation through its existing programs. The college absorbs coordination costs. Tuition is split between workforce board training funds, employer payments, and the college's tuition assistance.

> ***What makes this strong:*** *The Status column is honest. Not everything is committed yet, which shows the partnership exactly where to focus its next steps.*

7. What Will Not Continue

Which elements of the initiative will end when the grant concludes, and why?

Element	Why it will end	When
Participant training stipends	No sustainable funding source. Maple Grove will offer paid "earn while you learn" positions to some participants instead, and Valley Community Action will help others apply for existing support programs.	End of grant
Fourth annual CNA cohort	Current demand and clinical site capacity support three cohorts.	Grant month 24
Stand-alone job coach position	Case managers at Valley Community Action will take on this role.	End of grant

> ***What makes this strong:*** *The partnership names what it is ending and plans for how participants will be affected, rather than simply cutting a support.*

8. Measuring Success

What three to five indicators will show whether this strategy is working?

Indicator	Data source	Who tracks it
CNA training completion rate	College enrollment records	College coordinator
Employment as a CNA within 6 months	College follow-up survey and employer hiring records	College coordinator
12-month job retention	Employer HR records	Northbridge Health and Maple Grove
Incumbent workers moving from ESOL into CNA training	Adult Learning Center and Northbridge HR records	Adult Learning Center
Share of costs covered by sources other than WCTF	Partnership budget	College coordinator

9. Next Steps

What actions will move this plan forward over the next 12 months?

First 6 months

Action	Lead partner	Target date
Sign the partnership MOU	Mill River Community College	Grant month 21
Submit ESOL instructor funding request in Northbridge budget cycle	Northbridge Health	Grant month 20
Add CNA training to the noncredit catalog and approved training provider list	Mill River Community College	Grant month 22
Recruit two additional long-term care employers	Regional Workforce Board	Grant month 24

Months 7–9

Action	Lead partner	Target date
Launch first cohort on the three-cohort schedule	Mill River Community College	Grant month 25
Begin on-site ESOL classes at Northbridge	Mill River Adult Learning Center	Grant month 26
Review first partnership dashboard at steering committee	College coordinator	Grant month 27

Months 10–12		
Action	**Lead partner**	**Target date**
Apply for state healthcare workforce funding	College grants office	Grant month 29
Share the partnership's sustainability story with employers and local officials	Valley Community Action and the college	Grant month 30
Update the Readiness Reflection and this roadmap	Steering committee	Grant month 30

> ***What makes this strong:*** *Each action has one lead partner and a date. Actions that others depend on, such as signing the MOU and securing funding, come first.*

10. Roadmap Review	
When will the partnership revisit this plan?	
Next review date	Grant month 24, at the quarterly steering committee meeting
Who will convene the review	College coordinator