

TAP ACCELERATOR: Phase 2
UPSKILL-BACKFILL STATEWIDE SECTOR
Initiative

**PROJECT FUNDING REQUEST FOR STATEWIDE SECTOR
PROPOSALS
and
APPLICATION GUIDE**



**Workforce Training
and Education
Coordinating Board**

Distributed May 5, 2017

Contact: Patrick Woods, Director of Operations 360.709.4622

Patrick.Woods@wtb.wa.gov



Note to Applicants

The Phase 2 Upskill Backfill Statewide Industry Sector Initiative is in many respects a re-release of Phase 1 with many of the same themes and priorities, but with a focus on cross regional Workforce Development Council collaboration combined with a statewide approach industry sector workforce development.



BACKGROUND

Talent and Prosperity for All: Washington’s Workforce Training and Education Coordinating Board (“Workforce Board”) was named by Governor Inslee as the state’s Workforce Development Board under the federal Workforce Innovation and Opportunity Act of 2014 (“WIOA”). The Workforce Board’s role is to provide policy recommendations and coordination among the workforce system’s 17 partners (20-plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state’s strategic workforce development plan, *Talent and Prosperity for All* (“TAP”) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery.

Governor Inslee charged the Workforce Board with maintaining a clear focus across three fundamental goals for the workforce development system:

- Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations.
- Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.
- Work together as a single, seamless team.

"We have been given the opportunity to rededicate ourselves to the task of connecting workers with the skills they need to be successful in obtaining a job and building a career, and employers with the skilled workers they need to stay competitive here in Washington.

WIOA requires us to develop a greater system where we work seamlessly together for workers and businesses, where data drives our decision making and where partnerships help us close our state's skill gaps."  -Governor Inslee

TAP Implementation and the TAP Accelerator: Governor Inslee has provided approximately \$3 million of WIOA Statewide Activity funds to help accelerate implementation of TAP. The Workforce Board established six TAP implementation committees to bring the voices of the system’s multiple stakeholders and partners together to ensure attainment of TAP’s goals. In addition to the general support for the six TAP implementation committees, the Workforce Board was tasked to consider projects incorporating elements that align with the Governor’s administrative priorities, specifically to incorporate the use of a strategy model identified as “Upskill-Backfill” when approving and funding pilots or demonstrations that advance the implementation of TAP goals.

“Upskill-Backfill” joins public and business resources to improve the workplace skills of both incumbent workers and new hires—and creates a pathway to gainful employment and wage progression for our job-seeking Washingtonians, especially those at the lowest income levels or who have other disadvantages in the job market. Each project funded by TAP Accelerator: Upskill-Backfill Statewide



Sector awards will result in benefits to the employer, the incumbent workforce, and job-seekers. Businesses will improve their productivity and competitiveness, to thrive and grow new jobs. Current workers will have the opportunity to train (upskill) for promotional opportunities and higher wages, and to contribute to the stability and vitality of their workplace. As promoting incumbent workers creates vacancies, or as higher productivity and competitiveness create new job opportunities, Washington job-seekers will benefit. The TAP Accelerator: Upskill-Backfill Statewide Sector Initiative will include customized training for job-seekers to prepare for jobs that are created, and our public talent development system will support a pipeline or pathway for low-income and underserved individuals to these gainful, high-demand jobs.

The **TAP Accelerator: Upskill-Backfill Committee** was formed to work with the six Implementation Committees to create a funding disbursement framework, develop funding recommendations to the Workforce Board, and then provide ongoing oversight for the effective investment of this portion of Governor Inslee's WIOA Statewide Activity Funds. The Workforce Board therefore provides the following guidelines and procedures to assist in the development and distribution of these funds.

Project Priorities: Applicants should return to this section frequently as a touchstone to guide their local planning decisions and their application materials.

Statewide or Multi-Region Sectoral Upskill-Backfill Projects: TAP Accelerator: Upskill-Backfill Statewide Sector Project funding is an exciting and rare opportunity to test new approaches to service design while continuing existing services, tying together a comprehensive strategy uniting the public talent development system, employers, and workers/job-seekers to promote the advancement of all three. The Workforce Board encourages applicants to work with an industry sector that has broad economic significance across the state, and with a diverse set of partners to test new and innovative service designs using the upskill-backfill concept, particularly as a means for improving service among individuals facing barriers to employment, and for engaging employers as co-investors in our system. The Workforce Board understands that no one project application can possibly outline a strategy covering all aspects of implementing an upskill-backfill strategy for all talent development system participants. The intent of TAP Accelerator: Upskill-Backfill Statewide Sector awards is to test specific approaches and to share outcomes and strategies with other awardees in a community of learning. In keeping with this principle, successful grant applicants will actively participate in learning opportunities to share best practices and assist TAP partners to better understand the principles, practices, and performance of their funded Upskill-Backfill initiative.

The top priority for TAP Accelerator: Upskill-Backfill Statewide Sector Project funding is to identify new or enhanced methods of reaching statewide goals identified in Washington's TAP plan, including supporting industry sectors across workforce regions, and to implement and test the Upskill-Backfill concept, and when successful, catalyze permanent change to existing funding streams through WIOA Core, Combined, and other system partners.

Successful applicants will lay the framework for significant improvements in how the workforce system engages the business community, supports career advancements for existing employees and increases



employment opportunities for jobseekers, in particular those facing barriers to employment.¹ Successful applications will test new approaches to service design that lead to improved outcomes for and significant increases in the number of business customers served, incumbent workers trained and gaining increased earnings, availability of services for individuals facing barriers to employment, and workers/job-seekers hired.

TAP Accelerator: Upskill-Backfill Statewide Sector Project funding should be seen as a one-time catalyst that creates permanent change statewide and in local communities. The permanent systemic change should be of benefit to both business customers and job-seekers, with a specific focus on populations facing barriers to employment (see footnote 1 below). Proposals should be designed with intent to provide guidance to future policy recommendations and to permanently alter service design after the funding period is over. Project applicants are also encouraged to demonstrate mechanisms for on-going industry co-investment, which can be sustained and replicated.

Upskill-Backfill has specifically been linked by the TAP Accelerator Committee to the TAP goals listed below. Applicants should take into account the state talent development system’s effort to implement the TAP goals in the design of their application, and address how their project aligns to these goals where appropriate.

<u>Integrated Service Delivery</u>	<u>Business Engagement</u>	<u>Removing Barriers to Access and Success</u>	<u>Next-Generation Performance Accountability</u>
<ul style="list-style-type: none"> • Increase navigation services in the workforce system • Eliminate redundant assessments • Serve more customers and help them to define career pathways to assist them to achieve portable skills, higher education levels, industry credentials and satisfying living-wage careers 	<ul style="list-style-type: none"> • Increase the number of business customers and improve their satisfaction with the workforce system by 5 percent each year. • Establish at least one sector partnership in each workforce region and using the sector partnership framework to show progress over time. • Establish a baseline and increase resources for work-based learning, including on-the-job training, 	<ul style="list-style-type: none"> • Identify and remove the barriers that keep certain sub-populations from utilizing and benefitting from system services and from obtaining gainful, secure employment which will result in an increase in the number of customers facing barriers that benefit from the system. 	<ul style="list-style-type: none"> • Develop a system to accurately measure the collective participation and success of all TAP partners serving workforce customers.

¹ **Populations with Barriers under WIOA include:** Displaced Homemakers; Low Income Individuals; Native Americans, Alaska Natives and Hawaiians; Individuals with Disabilities; Older Individuals; Ex-Offenders; Homeless Individuals; Youth in, or formerly in, Foster Care; English Language Learners; Migrant/Seasonal Farmworkers, Individuals within Two Years of Exhausted TANF Eligibility; Single Parents/Pregnant Women; Long-Term Unemployed; Veterans; and “Other Groups” Designated by the Governor. TAP Accelerator: Upskill-Backfill projects may focus on barrier populations not explicitly designated by WIOA, if appropriate, such as “opportunity youth.” <http://www.wtb.wa.gov/Documents/WIOABARRIERPOPULATIONchart.pdf>



	apprenticeship, internships, work experience, and especially incumbent worker training in the next two years.		
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APPLICATIONS ARE DUE by MIDNIGHT, June 30, 2017, BY EMAIL TO PATRICK WOODS, DIRECTOR OF OPERATIONS AT THE WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD (Patrick.Woods@wtb.wa.gov).

PROPOSAL DETAILS

Project Description: A total of **\$480,000** is available for **TAP Accelerator: Upskill-Backfill Statewide Sector Projects**. Funds will be distributed through competitive procurement to identify and test improved ways of working across the workforce system partnership. The Board anticipates funding between 1 and 3 grants. All funds must be spent by **March 31, 2019**.

Objective: Projects should demonstrate practices that improve outcomes for employers within a specific industry sector operating across multiple workforce regions, and workers/jobseekers, especially those with barriers to success. Projects will also test enhanced employer engagement, especially mechanisms that enable co-investment by employers into Upskill-Backfill programs and activities. Award of these funds will be dependent on a joint commitment from the applicant partners (including at least two WDCs) to redeploy resources if demonstration projects prove to be successful. These funds may not be used to support one-time projects.

Eligible Applicants: Workforce Development Councils WDCs (minimum of two WDCs per application) will be lead or co-lead applicants and one WDC will be the grant fiscal agent due to their existing administrative infrastructure. Because this is a multi-workforce region project, all relevant WDCs must agree to the leadership and governance structure of the project. We anticipate that these new administrative structures should be absorbed without necessity of significant additional administrative funds. Additionally, WDCs are the locus of decision-making regarding establishing local system workforce priorities, overseeing performance, and negotiating resource partnerships (MOUs), across multiple organizations. Partners can be any combination of TAP, WIOA, and/or relevant local partners, with representatives of the industry being targeted.

Proactive Collaboration with All Partners: Each project must demonstrate intended benefits for involved businesses, workers and potential new hires. To that end and to support the ongoing sustainability of the Upskill-Backfill initiative, all applicants must include partner-consortium of



businesses that reflect the industry sectors that reach across the state and their respective worker representatives. Industry Associations are an acceptable partner, only if specific business representatives are assigned to a governance role in the project. When a portion of a targeted industry sector's workforce is represented by organized labor, that union or unions should also be included in the project's governance structure. In order to ensure that the Workers perspective is well represented in the design and implementation phases of the project, local Workforce Development Councils should consult with the Labor representatives on their Council, the Regional Labor Council in their area and/or unions, as applicable to the project. Should labor representatives not be available to support and participate in the project, the applicant must provide information how they will ensure that the workers perspective is included in the projects design and ongoing oversight process.

REVIEW CRITERIA AND OTHER CONSIDERATIONS

General Considerations: In designing and writing your application, please keep the following priorities and requirements in mind.

TAP Accelerator: Upskill-Backfill Statewide Sector Projects will systematically empower partnerships between industry partners, Workforce Development Councils, TAP partners, and community resources, to strengthen local and statewide connections and create more opportunities to meet the identified overarching goals of TAP, as well as special considerations for job seekers/workers and participating businesses (see "Purpose and Review Criteria" section below for expanded description), and permanently increase outcomes beyond current baselines across the state.

TAP Accelerator: Upskill-Backfill Statewide Sector funding is *not* intended to create a stand-alone, add-on, or a side program. It is catalyst funding for partnerships to create structural change and permanent capacity increases sustained through their preexisting funding streams, and their ability to leverage private sector co-investment. The partnerships will use the funding to make the project an integrated and routine part of the workforce system for job seekers and business customers.

We encourage applicants to build a model that will produce the highest increases in results for job-seekers and businesses in the state and your community (see "Outcomes" section below), and to consider partnerships with one or more of the organizations listed below ("Partnerships" section) as you develop your local plan.

Purpose and Review Criteria: Governor Inslee asks that project applications demonstrate consideration of the following overarching goals and considerations for workers/jobseekers, participating businesses, and the workforce system. Please consult Attachment B for Governor Inslee's



specific considerations and goals for projects. Attachment C (Recommendation Review Matrix) will be used by the application review team to cross-reference project applications with the Governor's considerations.

APPLICATION ELEMENTS

APPLICATIONS ARE DUE by MIDNIGHT, June 30, 2017, BY EMAIL TO PATRICK WOODS, DIRECTOR OF OPERATIONS AT THE WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
(Patrick.Woods@wtb.wa.gov)

Your application must be no longer than 10 pages, *not* including required attachments (signed assurances documents and the project budget document). Please be concise in your project proposal.

Complete application packets will consist of the following:

- Project narrative (no more than 10 pages maximum), addressing the required project elements specified below;
- Completed Assurances Document (Attachment A)
- Project Budget (see template in Attachment E).

Applications will be reviewed on a point system for addressing the elements below. The full-score an application may receive is 100 points. Successful applications under this RFP will be selected by the Workforce Board upon the recommendation of a review team convened by the state TAP Accelerator Committee. The application review team will include representatives from the Workforce Board, Employment Security Department and other workforce system partners and stakeholders. The team will review applications for alignment with the Governor's objectives and the goals of the TAP plan. Ranking will be determined based on alignment to the grant attributes described within this application and in the Recommendation Review Matrix in Attachment C. Projects "exceeding standards" specified on the matrix criteria will be prioritized for recommended funding, followed by those "meeting standards." Those falling short of established standards may not be recommended for an award.

During the review process, committee members reserve the right to seek clarifying details from applicants. Recommended projects will be reviewed for WIOA fund eligibility by ESD before being advanced for final approval from the Workforce Board.

Awardees will be announced publicly no later than **July 30, 2017**. TAP Accelerator: Upskill-Backfill Statewide Sector funding will be distributed by contract from ESD to WDC-led partnerships, with the clear expectation that these funds are intended to be used to achieve the identified outcomes.



Awardees are expected to participate in an open learning community with other awardees and to share useful materials with one another in an open-source manner. Awardees will be expected to update the state TAP Accelerator Committee on progress towards outcomes in December 2017. Additional details will be confirmed with award recipients.

PROJECT OVERVIEW (20 points): Summarize your project design, identifying how you are addressing the elements identified in the “Purpose and Review Criteria” section, above. Clearly identify the goals of the program, industry and service partners involved, and a description of the overall program design and structure. Explain why this project is important, what you are trying to accomplish and how your strategy specifically addresses the problems identified.

RFP narrative elements will include the following:

- Statement of need including “scope of work statement”, including how project funding will allow applicants to meet the need(s) in the future;
- Overview of partnership, communication process, business processes, governance and decision-making structure, and implementation plan;
- A comprehensive description of project deliverables, intended timeline, and measurable outcomes;
- Identification of the approximate number or individuals within each of the 14 populations that are facing barriers (Please note footnote on page 5 and note that not all populations must be served by your proposal)
- Intended data resources to document project progress, and process for partners to track progress and make mid-course corrections when necessary, terminate the project, or make the decision to institutionalize the practices tested in the Upskill-Backfill project;
- Summary of the Project Budget attachment (Attachment E), noting leveraged resources (from whom they are received and for what they are used);
- Sustainability plan (noting funding source, lead agency(ies), and/or administrative responsibilities for sustaining the program;

Innovation is encouraged, and strategies may differ from area to area as service designs are customized to meet the needs of businesses and workers within a local economy and community. However, collective impact should clearly be designed to benefit a major portion of the industry sector, its workers and talent pipeline in multiple regions across the state.

DATA REQUIREMENTS (10 points): This initiative strongly encourages new partnerships that may not yet have a common tracking resource. We encourage innovation and that you consider new ways to embrace documenting that success. Planned projects should include a description of the process to collect data from existing resources and/or an agreement to obtain data from shared resources and



submit a single quarterly report to the Workforce Board. This will provide all of us a platform to better understand the impact of projects, including increased service levels and access, employment, skill, and wage achievements. Developing formal data collection methods will also provide value-added information to local designers and implementers in the future, and to help make the case to sustain funding and support for your project over the long term.

Business-specific data: Proprietary data about a business' operations is highly sensitive, but often quite useful to evaluating the effect of an Upskill-Backfill intervention. At the state level, such data will only be used for program evaluation in an aggregate form so that individual firms cannot be identified. Project partners should consider which types of data will be useful to their evaluation efforts, and articulate commitments to how data will be used and shared (i.e., only among governing board members, each company's data only shared within that company, etc.).

ADMINISTRATION OF PROJECT (30 points): Describe the overall project management and oversight structure that will ensure the project will achieve its intended outcomes.

Identify the following: the fiscal agent, the lead staff for project management; the governance structure/steering committee for all partners and how the governance structure will guarantee engagements and participation from all partners; how decisions will be made; methods of communication among partners; and the long-term benefits for job seekers and business that each partner hopes to achieve through obtaining TAP Accelerator: Upskill-Backfill Statewide Sector funding.

The proposed project should be considered as a test of specific service strategies desired to be sustained. Describe the processes the partnership will undertake to determine the worthiness of tested services for sustainability, and the actual existing funds that will be redeployed to continue services beyond the life of the grant.

Each project partnership mix is required to contain a WDC (as lead or co-lead and fiscal agent), the WDCs of all other workforce regions involved, an industry consortium (businesses and worker representatives), and strong partnership(s) with one or more of the following entities that will be responsible for the project's success. Provide examples where possible, of prior effective partnerships with these entities.

- Department of Social and Health Services (including various divisions within the agency)
- Department of Services for the Blind
- Division of Vocational Rehabilitation
- Department of Commerce
- Department of Labor and Industries
- Employment Security Department
- Community and Technical Colleges and Centers of Excellence (includes workforce education and adult basic education programs)



- School Districts
- Private Career Schools
- State-Wide Business Organizations
- Local Business and Economic Development Councils
- Chambers of Commerce
- Community and Faith-Based Organizations
- Labor Organizations
- Individual Businesses
- Others as appropriate to project design

Please Note: All partners are expected to provide some level of support including funding and/or in-kind services.

OUTCOMES (15 points): Fill in your current baseline and target outcomes in the table below. Provide quarterly breakdown of outcomes on the attached quarterly outcomes charts (see Attachment D). The baselines below may not be relevant to every application project. Applicants may omit a baseline where the baseline is immeasurable or is inappropriate for the application project. **Bolded baseline measures** below are considered mandatory for application projects.



TAP Accelerator: Upskill-Backfill Statewide Sector Project Funding Request for Proposals

Primary Outcomes: The requested funding compared to your targeted increases through March 2019 will be the primary determinant of your score on this portion.	Baseline: July 2015 through June 2016	Target: Commencement of Project through December 2017 (Funding ends Dec. 2018)	Target: January 2018 through December 2018
Number of Upskill-Backfill participating employers.	#	#	#
Number of job-seekers hired into the job openings vacated by upskilled employees.	#	#	#
Number of incumbent workers completing training.			
Number of incumbent workers with wage Progression and/or Promotion			
Number of Upskill-Backfill employers that increase their total FTE workforce			
Additional considerations for job-seeker/workers outcomes: Applicants must complete at least one of additional consideration lines shown below, establish their own local measures, and may indicate to State Review Committee why their projections for these outcomes make their application particularly competitive.	Baseline: July 2015 through June 2016	Target: Commencement of Project through December 2017 (Funding ends Dec. 2018)	Target: January 2018 through December 2018
Number of incumbent workers with some college moving to completion of a post-secondary credential.	# of	# of	# of
Increase number of individuals facing barriers to employment in the backfill pipeline. Please identify the number of individuals within each of the 14 populations that are facing barriers. (Please see footnote on page 3 and note that not all populations must be served by your proposal)	# of	# of	# of
Support new hires, by increasing number with access to further skill development.	# of	#of	# of
Number of apprenticeship and other work-based learning opportunities for young people; especially high school apprenticeship programs	#of	#of	#of
Number of job-seekers that obtain one or more of the following: a high school credential, transition to postsecondary education, or obtains a postsecondary certificate with meaning in the workplace or specific industry sector.			
Governor Inslee’s special considerations for participating businesses:	Baseline: July 2015 through June 2016	Target: Commencement of Project through December 2017 (Funding ends Dec. 2018)	Target: January 2018 through December 2018



Identify targeted critical industry sectors			
Number of businesses within a supplier network engaged in the approach (whenever possible)			
Amount of employer matching (cash or in-kind) resources from project.			
Other Metrics/Targets relevant to the specific project			

BUDGET (10 points): Indicate cash and/or in-kind leveraged resources that will support this effort, from existing partner funds, private resources, or other community partners, and the requested amount of TAP Accelerator: Upskill-Backfill Statewide Sector funding. Employers benefitting from the project are required to co-invest in the project via cash or in-kind support. (There is no minimum match level required for employer partners). Your budget should demonstrate that significant changes will be made using pre-existing funding streams towards sustainability, to create permanent increases in the outcomes shown above (see Attachment E, Budget Template).

SUSTAINABILITY PLAN (15 points): Describe how you will ensure your model and outcomes will be maintained or continue to grow in the future, after the TAP Accelerator: Upskill-Backfill Statewide Sector funding is expended, by building your new designs and partnerships permanently into operations, local policy, and/or future budgets or funding agreements.

QUESTIONS AND CONTACT INFORMATION

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(Patrick.Woods@wtb.wa.gov).

The Workforce Board will host one bidder’s teleconference during the first week of January and maintain an FAQ document on its webpage prior to the submission date for this grant to address questions from prospective applicants.

The TAP Accelerator: Upskill-Backfill Statewide Sector FAQ webpage may be accessed at: <http://wtb.wa.gov/TAPAccelerator.asp>. The page will be periodically updated as staff responds to inquiries. Please contact Workforce Board Director of Operations, Patrick Woods, at Patrick.woods@wtb.wa.gov or (360) 709-4622.



ATTACHMENT A

**TAP ACCELERATOR: UPSKILL-BACKFILL STATEWIDE SECTOR FUNDING
ASSURANCES**

PROJECT LEAD: _____

CONTRACT MANAGER: _____

TITLE: _____

TELEPHONE NUMBER: _____

E-MAIL: _____

A signed copy of these Grant Assurances is required to be on file at the Workforce Training and Education Coordinating Board (Workforce Board) of Washington **prior** to receiving funds for PY 2016 TAP Accelerator: Upskill-Backfill Statewide Sector grants. By signing these Grant Assurances, the applicant(s) assure that they will accept and administer these funds in accordance with all applicable Federal and State statutes and regulations.

Further, the below signature(s) assures that each entity listed is in support of the goals of the Washington State *Talent and Prosperity for All* (TAP) plan, is a contributing partner to this project (cash and/or in-kind), and has been a full participant in the discussion and design of this proposal.

Signed partners agree to make project resources available for review and provide representatives to share project content at an end of project summit to support the advancement of state-wide replication.

Signed partners additionally assure the full participation by our designated staff and support their continued participation as described in our application. Lastly, once this project has demonstrated as an effective model to increase measurable outcomes (identified within application), we commit to direct permanent resources to support the continuation of this project and implement and maintain permanent changes as described herein. Signatories agree to adhere to all general administrative regulations, federal and state laws, policies, and accounting requirements (including applicable provisions of the Americans with Disabilities Act).

By signing this document, and submitting the application and required attachments, I am attesting that I have read and understand the obligations of all the assurance statements in each section.

[Attachment A page 1 of 2 - SIGNATURES ON NEXT PAGE]



ATTACHMENT B: GOVERNOR INSLEE’S TAP ACCELERATOR: UPSKILL-BACKFILL STATEWIDE SECTOR INITIATIVE CONSIDERATIONS

*To accelerate the goals of the state’s workforce development plan,
“Talent and Prosperity for All”*

Governor Inslee has provided funding support to help accelerate implementation of the comprehensive state workforce development plan, “Talent and Prosperity for All” or TAP. In addition to general support for the 6 TAP Implementation Committees, he has asked that the Workforce Board use a model highlighted as an example in the TAP plan, the Upskill-Backfill strategy, to fund pilots or demonstrations that will advance implementation towards TAP’s goals.

The Upskill-Backfill Initiative (UBI) joins public and business resources to improve the workplace skills of both incumbent workers and new hires-- and creates a pathway to gainful employment and wage progression for our job-seeking Washingtonians, especially those at the lowest income levels or who have other disadvantages in the job market. Each project funded will result in benefits to the employer, the incumbent workforce and job-seekers. Businesses will improve their productivity and competitiveness, to thrive and grow new jobs. Current workers will have the opportunity to train (upskill) for promotional opportunities and higher wages, and to contribute to the stability and vitality of their workplace. As promoting incumbent workers creates vacancies, or as higher productivity and competitiveness create new job opportunities, Washington job-seekers will benefit. The UBI program will include customized training for job-seekers to prepare for the jobs created, and our public talent development system will support a pipeline or pathway for low-income and underserved individuals to these gainful, high demand jobs.

The Workforce Board will work with system stakeholders to develop the funding application guidelines and process. Gov. Inslee asks that these items be considered in the development of the TAP Accelerator: Upskill-Backfill Statewide Sector Initiative.

- I. Overarching goals:
 - a. Businesses will improve their ability to compete.
 - b. Businesses will grow their workforce in the period after the program intervention (measurement period TBD).
 - c. When appropriate, businesses will have plan for succession
 - d. Incumbent workers will see an increase in their income.
 - e. Unemployed or underemployed individuals will secure employment at livable wages at participating employer sites.
- II. Governor Inslee’s special considerations for job-seeker/workers:
 - a. Benefit incumbent workers with some college and no degree



- b. Develop pipeline for backfill opportunities to populations with barriers to employment
 - c. Support new hires, including access to further skill development, once on the job.
 - d. Develop apprenticeship and other work-based learning opportunities for young people; especially high school apprenticeship programs
- III. Governor Inslee's special considerations for participating businesses:
- a. Target critical industry sectors
 - b. Projects should engage a consortia of employers whenever possible
 - c. Establish vendor-supplier networks whenever possible
 - d. Design feasible employer matching (cash or in-kind) parameters
- IV. Governor Inslee's special considerations for system:
- a. Single state strategy, seamless to employers and job-seeker/workers
 - b. Use existing resources first; discretionary funds as gap-filler or funding of last resort
 - c. Assure geographic diversity of funded projects
 - d. Establish performance accountability framework
 - e. Recommendations for sustainability

ATTACHMENT C: RECOMMENDATION REVIEW MATRIX

All applications will be expected to...

- Establish a performance accountability framework.
- Develop recommendations for sustainability.
- Participate in the learning community to share best practices gathered during the project phase.
- Commit to supplying documents and artifacts in an “open source” manner that encourages sharing across the workforce system.

Please Note: The application review team reserves the right to designate additional application criteria in the “Exceeds Expectations” section of the Review Matrix.

	<u>OVERARCHING GOALS OF THE INITIATIVE</u>	<u>CONSIDERATIONS OF IMPACT ON JOB-SEEKERS/WORKERS</u>	<u>CONSIDERATIONS OF IMPACT ON PARTICIPATING BUSINESSES</u>	<u>CONSIDERATIONS OF IMPACT ON THE WORKFORCE SYSTEM</u>
<i>Exceeds Expectations</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Inter-regional/inter-local area collaboration 	<ul style="list-style-type: none"> <input type="checkbox"/> Assists multiple populations facing barriers to employment <input type="checkbox"/> Proactively reach out for support and participation from Labor representatives. 	<ul style="list-style-type: none"> <input type="checkbox"/> Proactive business engagement/sector strategy-based approach <input type="checkbox"/> Evidence of a technical assistance strategy for participating businesses 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates clear potential for statewide scalability/impact <input type="checkbox"/> Demonstrates multi-partner sustained funding strategy
<i>Meets Expectations</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Increase in number of participating businesses to improve their ability to compete <input type="checkbox"/> Participating businesses will increase their total workforce FTE <input type="checkbox"/> Increased number of incumbent workers completing training <input type="checkbox"/> Incumbent workers will see an increase in wage progression <input type="checkbox"/> Unemployed or underemployed individuals will secure jobs vacated by upskilled employees at participating 	<ul style="list-style-type: none"> <input type="checkbox"/> incumbent workers with some college moving to completion of a degree <input type="checkbox"/> Develops increased pipeline for backfill opportunities to populations with barriers to employment <input type="checkbox"/> Supports new hires, by demonstrating access to further skill development <input type="checkbox"/> Develops apprenticeship and other work-based learning opportunities for young people; especially high school apprenticeship programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Targets critical industry sectors <input type="checkbox"/> Project engages a consortia of employers <input type="checkbox"/> Establishes vendor-supplier networks to effectively close skill gaps <input type="checkbox"/> Incorporates leveraged employer resources (cash and/or in-kind) <input type="checkbox"/> Incorporates leveraged non-employer partner resources (cash and/or in-kind) 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates a seamless strategy to employers and job-seeker/worker <input type="checkbox"/> Uses existing resources first and discretionary funds as gap-filler or funding of last resort <input type="checkbox"/> Demonstrates partnership and collaboration with workforce partners (TK)



	employer sites		
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ATTACHMENT D: QUARTERLY REPORTING TEMPLATE

***Please Note:** Successful applicants are only required to provide quarterly reports on those items that are applicable to their specific project. As a result, project managers may not have to complete each element of the charts outlined below.*

TAP Accelerator: Upskill-Backfill Statewide Sector - QUARTERLY CUMULATIVE PLAN

WDC:	PROJECT NAME:								
Primary Outcomes: The requested funding compared to your targeted increases through March 2019 will be the primary determinant of your score on this portion.	Baseline:								
	July 2015 through June 2016		Target: July 2017 through June 2018						
	 Current total (prior to project)	7/1/17 - 9/30/17		10/1/17 - 12/31/17		1/1/18 - 3/31/18		4/1/18 - 6/30/18	
		Planned number	Actual number	Planned number	Actual number	Planned number	Actual number	Planned number	Actual number
Number of Upskill-Backfill participating employers									
Number of job-seekers hired into the job openings vacated by upskilled employees.									
Number of incumbent workers completing training									
Number of incumbent workers with wage progression									
Number of Upskill-Backfill employers that increase their total FTE workforce									



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Additional considerations for job-seeker/workers outcomes: Applicants must complete at least one of additional consideration lines shown below, establish their own local measures, and may indicate to State Review Committee why their projections for these outcomes make their application particularly competitive.	Baseline: July 2015 through June 2016		Target: July 2017 through June 2018							
			7/1/17 - 9/30/17		10/1/17 - 12/31/17		1/1/18 - 3/31/18		4/1/18 - 6/30/18	
			Planned number	Actual number	Planned number	Actual number	Planned number	Actual number	Planned number	Actual number
	Current total (prior to project)									
Number of incumbent workers with some college moving to completion of a post-secondary credential										
Increase number of individuals facing barriers to employment in the backfill pipeline										
Support new hires, by increasing number with access to further skill development.										



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Number of apprenticeship and other work-based learning opportunities for young people; especially high school apprenticeship prgms.									
Number of job seekers from partner programs served from the project.									
Governor Inslee's special considerations for participating businesses	Current total (prior to project)	Planned number	Actual number						
Identify targeted critical industry sectors									
Number of businesses within a supplier network engaged in the approach (whenever possible)									
Amount of employer matching (cash or in-kind) resources from project.									
Other metrics/Targets relevant to the specific project									



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Note: Some of these outcomes are long-term and we will continue tracking the final outcomes until after the project has ended.



ATTACHMENT E: BUDGET TEMPLATE

WDA:					
Program Costs					
Cost Category: Expense Item		WIOA Funding	Leveraged Resources (cash/in-kind)	Total	Source of Leveraged Resources
1	Staff Salaries			\$0	
2	Staff Benefits			\$0	
3	Staff Travel			\$0	
4	Communications			\$0	
6	Indirect			\$0	
7	Office Supplies			\$0	
8	Subcontracts			\$0	
9	Supportive Services			\$0	
10	TOTAL	\$0	\$0	\$0	