



**REQUEST FOR PROPOSALS
2007 – 2009 MODEL INDUSTRY SKILL PANELS**

November 28, 2007

*Workforce Training and Education Coordinating Board
128 10th Avenue SW
Olympia, WA 98504*

360-753-5662

www.wtb.wa.gov

INDUSTRY SKILL PANELS 2007 - 2009
Request for Proposals
Workforce Training and Education Coordinating Board
SECTION ONE - GENERAL INFORMATION

STATEMENT OF PURPOSE

The Workforce Training and Education Coordinating Board wishes to develop and establish the key elements of a highly effective and replicable Skill Panel model or models. Skill Panels have been an established Workforce Board program for five years, and future Skill Panels must be able to learn from those who have gone before. Skill Panel Funds will be better utilized if the panels do not have a lengthy development period. Panels should have access to codified, evidence-based best practices and lessons learned across industries and across the state. Therefore, the Workforce Board is offering funds to develop replicable models to advance the success of skill panels for employers, educators, trainers, and workers in Washington State.

The Workforce Training and Education Coordinating Board (Workforce Board) requests proposals, in recognized key industries, from organizations that currently convene or have previously convened Industry Skill Panels that have resulted in a high level of performance that is sustainable, measurable and replicable. The proposal may explore a new industry and not necessarily be an extension of an existing or formally funded panel. Model Skill Panels will have outcomes that demonstrate the benefits of a highly effective, quality partnership for employers and workers alike. This competitive grant process will engage a review panel of subject matter experts to evaluate proposals based upon their alignment to regional sector strategies, the recognized key industries, and the funding priorities and criteria outlined in Sections I and II of this Request for Proposals (RFP).

Industry Skill Panels harness the expertise of leaders from business, education, labor, and the workforce and economic development system, to develop a shared strategy to create a high-skill, high-wage economy within a defined region. A *Model* Industry Skill Panel clearly reflects a mature partnership that is strategically aligned and led by industry. Model Building panels make evidence based decisions using industry, labor market, and economic data to design creative education and training solutions that address the current and future skill gaps for a specific industry cluster. This process results in a talented, flexible workforce and more nimble training systems based around industry skill needs.

Industry Skill Panels work to provide:

- workers with better skills, jobs, and career opportunities;
- employers with more efficiency, less turnover, and higher profits;
- expansion of skill standards to meet employer needs;
- educational programs that address key economic clusters and on-the-job learning strategies;
- local and state information about employers' skill needs; and
- policy recommendations based on real-time information.

FUNDING PRIORITIES

A competitive process will be used to distribute **\$300,000** for the 2008 – 2009 biennium. The Workforce Board anticipates awarding up to three (3) contracts for Model Building Industry Skill Panels for a period of 18 months. Applicants may apply for up to **\$100,000**. Contracts will require separate budgets for each of the fiscal years of the contract. Additionally, each contract must show an employer match of at least **25 percent**. Employer match can be cash or in-kind, and must be documented and retained by the contractor.

It is important to note that year one of the contracts will run from January 1, 2008 – June 30, 2009 and funds for the first year 6 month budget cycle must be fully expended by June 30, 2008. There is no carry forward allowance for these contracts. Year 2 of the contract, July 1, 2008 – June 30, 2009 provides for a full 12 month operating cycle. Again, these funds can not be carried over or contracts extended past the closing date.

Each contract resulting from this solicitation will include a requirement to submit reports quantifying outcomes, including the business impacts of the Industry Skill Panel. Performance measurements will be based on the proposed activities, deliverables, and planned outcomes. The project must include a culminating replication document that will be shared statewide with workforce and economic development system partners. Grantees will synthesize learning and data to develop recommendations to the funding agency for policy and/or program changes that will result in a reduction of barriers for employers, workers, and the system as a whole. Grantees will be asked to describe expected outcomes for businesses and workers and how the quality and effectiveness of the partnership contributed to the success of the Model Skill Panel. Grantees will also report on progress toward planned outcomes in grant reports at the end of each of the fiscal years.

To use these funds strategically, the Workforce Board continues to require applicants to link proposals to their regional cluster strategies. Proposals must focus on industries in which there is a regional concentration of firms or employment, including employment opportunities in family wage jobs.

Applicants must ensure that the partnership represents business, the regional Workforce Development Council, Centers of Excellence (COE) (where one exists for the target industry—the COE may be located at a college outside of the economic region defined in the proposal) <http://www.sbctc.ctc.edu/college/e-wkforcecentersofexcellence.aspx>, community and technical colleges, local economic development organizations, Chambers of Commerce, organized labor, the K-12 system, and private career colleges if the college provides training in the region for the selected industry or cluster.

Applicants are encouraged to use these planning funds for activities that are:

- **Innovative:** Activities that go beyond what are current practices for addressing the workforce education and training needs of key industry clusters throughout a region.
- **Flexible:** Model Industry Skill Panels should design strategies that are nimble and flexible and that are readily adaptable to the changing business environment of the selected industry cluster.

- **Comprehensive and Coordinated:** Model Skill Panel activities should take into consideration the wealth of resources and comprehensive services that each partner brings to the panel. Coordination among key stakeholders and combined activities and services that are authorized by different programs or grants should be leveraged to create a sustainable partnership that continues beyond the scope of the industry skill panel contract period.
- **Targeted toward improving industry and system performance:** Model Industry Skill Panel conveners should have a deep understanding, as an organization, of the worker and employer issues in the selected cluster. Conveners should possess the expertise to meaningfully engage employers in the partnership, analyze the root cause of the skill gap, have implemented a strategic plan to close the identified gaps, and have a continuous improvement process in place. Model Skill Panels should have a depth and breadth of system expertise to gather data that is used to make evidence-based decisions that result in innovation solutions to meet the industry or cluster’s training needs. Strategies and solutions should be those that yield the highest number of good jobs that pay wages that can support a family, offer benefits, such as healthcare, and provide opportunities for advancement.¹

ELIGIBLE APPLICANTS

This RFP is designed for organizations, agencies or educational institutions that have an existing Industry Skill Panel or an Industry Skill Panel(s) previously funded by the Workforce Board who meet Model Skill Panel application criteria. Eligible applicants will have the staff expertise that can:

- focus on a dual-customer (business and workers);
- coordinate services that enhance the capacity of both workers and employers;
- integrate funding streams, services, and information services, and
- generate ideas and innovative approaches to respond to the needs of employers and workers.²
- synthesize information and identify policy and program barriers that, if changed, would result in a workforce and economic development system that is more responsive and flexible.

Eligible applicants include organizations that currently convene or have previously convened an Industry Skill Panel.

This RFP solicitation package has four sections and three attachments:

Section One – General Information	Attachment A – Cover Page
Section Two – Application Guidelines	Attachment B – Budget Summary Worksheet
Section Three – Review Criteria	Attachment C – Proposal Checklist
Section Four – Resources and References	

¹ State Sector Strategies: Regional Solutions to Worker and Employer Needs, NGA Center for Best Practices, November 9, 2007.

² Ibid.

APPLICATION TIMELINE

Activity	Date
Application Guidelines Electronically Mailed	Wednesday, November 28, 2007
Due Date for Application	Friday, January 11, 2008
Grant Review Committee Convenes	Week of January 14, 2008
Grantees notified of selection	Week of January 21, 2008
Contracts Negotiated and approved	February 1, 2008

APPLICATION PROCESS

Applicants must submit electronic proposals and attachments to the Workforce Board to [ychase@wtb.wa.gov](mailto:y Chase@wtb.wa.gov) no later than **3:00 pm on Friday January 11, 2008**. An **original and ten (10) copies** of the proposal, with a signed cover letter and attachments must be received in the Workforce Board office by close of business **Monday, January 14, 2008**. Mail materials to:

Yvonne Chase
 Workforce Training and Education Coordinating Board
 128 10th Avenue SW
 PO Box 43105
 Olympia, WA 98504-3105

DELIVERABLES AND OUTCOMES

Industry Skill Panels design deliverables, outcomes and measures that reflect the economic benefit of the investment on 1) Businesses, 2) Workers, and 3) on the Quality and Effectiveness of the Partnership. Model Industry Skill Panels should be able to articulate the processes and procedures that have resulted in deep, quality regional partnerships that have transformed the way industry and education work together to improve the skills of the region’s workforce. Model Industry Skill Panels may vary widely in their approach to closing industry skill gaps due to the unique characteristics of each region and industry. The following table provides **examples** of deliverables and outcome measures including required deliverables.

Examples of Project Deliverables
<ul style="list-style-type: none"> • Conduct and document an analysis of the root cause of the business problem. (Determining and documenting the root cause of the business problem is a required deliverable for this grant.) • Develop a detailed replication document that defines the partnership and clearly describes the processes and procedures that led to a “model” that can address the current and long-term needs of the targeted cluster(s). (A replication document is a required deliverable for this grant.) • Develop a plan to sustain a public/private partnership for the industry that demonstrates continuous improvement including plans to use training resources to meet industry skill needs. (A sustainability plan is a required deliverable for this grant.) • Synthesize information and learning and develop detailed recommendations for policy and/or program changes that, if implemented, would result in system change and increased system performance. (Recommendations for system change are a required deliverable for this grant.) • Leadership deploying technical assistance to other Industry Skill Panels (Technical Assistance to

other industry skill panels is an expected function of the grant recipient)

- Develop and/or revise industry skill standards; embed standards within the region’s education and training programs that serve the selected industry or cluster.
- Provide published skill standards to a community and technical college Center of Excellence, where one exists for the selected industry, for dissemination to industry partners and state training providers.
- Advise on creation or revision of assessment tools to identify skill gaps, basic skill needs, or technical skill needs; establish mechanisms to improve skill deficiencies.
- Assist in developing materials to support and enhance curriculum development and customized job training programs. [Skill Panel funds **may not** be used to provide direct training services.]
- Develop clearly defined and institutionalized career pathways and other recruitment strategies.
- Develop clearly defined and institutionalized career ladders and other wage progression strategies.
- Create apprenticeship or apprenticeship preparation opportunities.
- Create work-based learning opportunities with businesses that provide internships and mentoring for workers.
- Create workplace literacy opportunities and integration of adult basic education programs with college workforce development programs.
- Create secondary and postsecondary articulation agreements.
- Respond to requests for proposals that provide leveraged funding to implement Industry Skill Panel strategies.

Examples of Outcomes Measures

Measuring Impact on Workers

Priority Measures (Measured separately for new hires and incumbent workers)

- Percent of participants employed during the second quarter after the end of training, and as a separate measure, the percent employed during the fourth quarter after training.
- Earnings level of participants during the second quarter after the end of training, and during the fourth quarter after training.
- Percent of participants achieving a locally-defined self-sufficiency standard of earnings during the second quarter after training, and the percent during the fourth quarter after training.
- The difference between the level of earnings during the third and fourth quarters after training and the level of earnings during the third and fourth quarters prior to training divided by the number of participants with employment during all four quarters (measured for incumbent workers only).
- Percent and number of participants that attained a formal, industry-recognized credential.

Other Measures

- Percent of participants who advance to a position of higher skill or responsibility at 6 months and 1 year after training.
- Percent of participants who remain in the industry sector during the second quarter after training and during the fourth quarter after training.
- Percent of workers with employment-related benefits during at 6 months and 1 year after training.

- Number of participants attaining a Work Readiness or equivalent certificate.
- Number of participants attaining a higher ABE/ESL level (pre and post testing on standardized test).
- The number of college credits received by participants.
- Number of participants with documented gained understanding of career pathway or lattice in industry.

Business Impact Measures

Employers have enough workers with the right skills to grow and prosper

- Workforce Expansion or Improvement
 - Number of quality, new hires generated by industry partners (# per period)
 - Promotions (# or % per period)
 - Reduced vacancy rates
 - Reduction in time to hire (days over a period of time)
- Workforce Stabilization
 - Percent of increase in employee retention (% at end of year)
 - Percent of employee turnover (% per year)
- Safety measures
 - Reduced worker compensation filings (#)
 - Reduction in safety violations or safety incidents (#)

Employers enjoy improved productivity, efficiency, innovation, and competition

- Customer satisfaction/Quality measures
 - Increased customer satisfaction as determined by customer or supervisory survey data (score)
 - Reduction in error rate or scrap rate (percent)
- Cost savings/cost of doing business measures
 - Recruitment costs
 - Temporary labor
 - Scrap or Rework
 - Process Improvements
 - Education costs
 - Cost Efficiencies/Economies of scale
- Revenue gain/market expansion measures
 - Additional revenue generated (\$)
 - Sales generated (\$)
 - New markets entered (Listing)
 - New products or services developed (# or listing)
- Ratio of public and private dollars invested in project

Quality and Effectiveness of Partnership Measures

Planning, Information and Data has been turned into Consensus and Action

- Partnership has turned planning, information, and data into consensus and action, for example:
 - Root Cause Analysis of the business problem has been conducted using industry input and regional labor market and economic data
 - Skill Gap Analysis is based upon primary and secondary data
 - Specific needs of industry are articulated through data analysis
 - Plan of action developed to address the specific needs of businesses, including
 - ✓ Identification/recruitment of appropriate key partners
 - ✓ Clear goals/objectives have been established for the partnership
 - ✓ Road map is created with direct line of sight between goals and outcomes

Partnership Development, Management and Capacity

- Convener can clearly articulate the capacity to convene and engage partners and manage the partnership
- Systems have been developed to transfer information needed for continuous quality improvement, such as:
 - Articulated lines of authority
 - Evidence-based decision making protocols; clear decision-making structure
 - Articulated roles and responsibilities, including commitment of partners demonstrated by time, in-kind, cash, or other contributions
- Partnership has identified and developed a response to learning or capacity-building needs of conveners and partners
- Signed Memoranda of Agreement in place for each partner

Partnership has aligned strategies to address the Worker Pipeline with Industry Needs

- Employer partners: Strategies are developed to support Best Human Resource practices as identified by panel employers
- Public partners: Strategies are developed to address barriers to success for individuals entering and advancing careers in targeted industry
- Career ladders are identified, described, and developed

Sustainability of the Intent of Work

- Evidence provided of on-going or new public and private cash and in-kind resources including foundations and fee for service
- Continuous improvement process is in place to:
 - Learn what works;
 - Document what works and what does not work (lessons learned);
 - Expand strategies to scale, for example, continuation of best hiring practices, career ladder promotions, training support policies, support services, curricula revisions, new course development, expanded accessibility to training, etc.)

- Document recommendations for policy and/or program changes that, if implemented, would result in system change and increased system performance.

Sustainability of the Partnership

- Evidence is provided that the Skill Panel Partnership has self-assessed its impact on the specific needs of industry, implemented a continuous improvement process to maximize the efficacy of the panel work. **(A documented continuous improvement process is a final requirement of the grant.)**
- Evidence demonstrates that the Partnership is evolving in order to remain effective, and has changed its sustainability plan as appropriate (including the possibility of expansion, mergers, dissolution, or other changes) **(A sustainability plan is a final requirement of the grant.)**
- Evidence in the form of a replication document is provided that documents the evolution of the Industry Skill Panel from its inception to a deeply integrated partnership that has transformed how regional skill gaps are identified, addressed, and closed. Step by step, the reader can follow the Skill Panel's progress and learn from the successes and challenges that have allowed the region to effectively respond to the changing and challenging needs of business. The document will illustrate how the convener and partners conducted a fresh examination of regional workforce skill needs and built on lessons learned from their experience, resulting in a high performing partnership and improved regional economy. **(A replication documents is a final requirement of the grant.)**

ADDITIONAL INFORMATION

If you have any questions on the proposal process, or would like to request technical assistance, please contact Mike Brennan at 360-507-3171 or mbrennan@wtb.wa.gov. The Workforce Board will post a summary of questions and answers stemming from the technical assistance process on its website at www.wtb.wa.gov.

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SECTION TWO – APPLICATION GUIDELINES

Please prepare a proposal using the instructions below. Limit your application to 10 (ten) pages, 12 point font, excluding the Cover Page, Budget Summary Worksheet, and letters of commitment. Both the Cover Page and Budget Summary Worksheet are attachments to these RFP Guidelines.

This solicitation is intended to provide resources to document the root cause of the region's skill gaps and worker shortages for economically important industries and *high demand occupations* in industry clusters that are vital to the economy of the defined region; create a replication document to be shared statewide with workforce and economic development organizations; and create a sustainability plan that supports continuous improvement and growth for the targeted industry cluster.

Successful applicants must submit basic data elements on individual need in order to enable the Workforce Board to measure labor, employment, and earnings outcomes. (See Glossary in Section Four for definition of terms.)

1. Complete the Cover Page Form (Attachment A)
2. Describe the *target industry sector(s) and supporting cluster* and its importance to the regional economy.
 - ✓ Explain how the industry(s) constitutes a regional concentration of firms and employment, including employment in family wage jobs.
 - ✓ Describe how the Industry Skill Panel is addressing the industry's demand for skilled workers and provide examples of occupations and their respective wages and benefits.
 - ✓ Provide evidence that the targeted industry is part of the Workforce Development Council and/or Economic Development Councils' strategic plan and/or other economic development initiatives.
3. Problem Statement – Describe the business issues that have been addressed by the Skill Panel or are anticipated to be experienced by firms within the identified cluster. Identify the steps the Skill Panel has taken or will take to analyze and document the root cause of the business problem. Why did the problem happen? How does the current workforce situation affect these issues (i.e. critical skill gaps, high turnover, high retirement rates, a lack of new entrants into the workplace)? How will firms recognize the success of the skill panel? How can the model be replicated to include other key industry sectors and clusters. Please indicate the specific business impact measures (See Section One for list of examples) that the Skill Panel will aim to address.
4. Project Design – The proposal must include a complete workplan that demonstrates quality and thoroughness.
 - a) Describe the project goals, strategies, deliverables and outcomes using a format that clearly articulates the following elements:
 - Strategies

- Activities
 - Strategic Alignment (with state & local plans)
 - Deliverables to include:
 - ✓ An analysis of the root cause of the business problem. **(Determining and documenting the root cause of the business problem is a required deliverable for this grant.)**
 - ✓ A detailed replication document that defines the partnership and clearly describes the processes and procedures that led to a “model” that can address the current and long-term needs of the targeted cluster(s). **(A replication document is a required deliverable for this grant.)**
 - ✓ A plan to sustain a public/private partnership for the industry that demonstrates continuous improvement including plans to use training resources to meet industry skill needs. **(A sustainability plan is a required deliverable for this grant.)**
 - ✓ Synthesis of information and learning resulting in detailed recommendations for policy and/or program changes that, if implemented, would result in system change and increased system performance. **(Recommendations for system change are a required deliverable for this grant.)**
 - ✓ Examples of additional deliverables can be found in Section One.
- b) Planned Outcomes and Measures (See previous Section One for examples.) Describe how anticipated outcomes will be measured and how the resulting data will be used to help in decision making processes. Outcomes and measures should address the impact on:
- ✓ Businesses
 - ✓ Workers, and
 - ✓ the Quality and Effectiveness of the partnership.
- c) Include a project schedule that states when the project will begin and end and marks milestones against which progress will be evaluated.
- d) Describe how the Skill Panel strategies align with strategies outlined in the state’s plan for workforce development, “High Skills, High Wages”, the Governor’s Plan for Economic Development, “Next Washington” and local area strategic plans.

State plans reference above can be accessed from the following websites:

High Skills High Wages: http://www.wtb.wa.gov/Policy_State_Intro.asp

Next Washington: http://www.governor.wa.gov/priorities/economy/next_wa_final.pdf

e) Describe how these planning funds are being coordinated and leveraged with other private or public investments such as:

- Resources contributed by industry partners, optimally a combination of in-kind and cash match. **(25 percent match required)**
- Job Skills Program and Customized Training Program, community and technical college high demand grants, apprenticeship growth funding, and opportunity grants administered by the State Board for Community and Technical Colleges;

- Centers of Excellence housed by community and technical colleges (in industries where applicable, even if the college housing the Center is not in your region)
- Innovation Partnership Zones (Information available at: <http://www.cted.wa.gov/site/112/default.aspx> (administered by the state Department of Community, Trade and Economic Development));
- Incentive Grants and Incumbent Worker Training resources through partnership with the regional Workforce Development Councils.
- Workforce Investment Act funding for eligible adults and dislocated workers, youth, and special populations including individuals with disabilities and veterans—provided through local WorkSource Centers and their partners.
- Other federal, state, or local public investments.

5. **Skill Panel Membership** – Active participation by Skill Panel members is key to the success of the regional partnership.

- a) Describe the governance structure of the panel that demonstrates the panel is industry driven. Include in the narrative the communication mechanism for the panel and the manner in which information and data are gathered and evaluated to provide evidence that drives the decision making process.
- b) List the active panel members. Include names, titles, organization, telephone numbers, and email addresses. Describe the roles and responsibilities of each panel member. Required panel participants include:
 - Business
 - Organized labor
 - Workforce Development Council
 - Local Economic Development organizations
 - Community and technical colleges
 - Centers of Excellence (where they exist for the target industry, not necessarily located in the economic region identified in the grant)
 - Chambers of Commerce
 - K-12 system
 - Private career colleges if they provide training within the region for the selected industry(s), and
 - Local WorkSource Centers
- c) Include letters of *commitment* outlining the level of support each of the participating panel organizations has contributed and will continue to contribute to the project. Include:
 - Three or more businesses representing the industry cluster
 - Workforce Development Council

- Community or Technical College
- Economic Development Council(s)
- Chamber(s) of Commerce
- Local Area Central Labor Council
- K-12 District(s)
- Other (optional) letters to include, Joint Apprenticeship and Training Committees, Private Career Colleges, community based organizations, etc.

6. **Management and Budget**

- a) Describe the panel manager and team. Identify who has been assigned to the project, indicate their qualifications and responsibilities, and include the amount of time each has allocated to the project. Indicate the extent to which the project manager has experience with the identified industry. Describe how the applicant organization is structured to:
 - focus on a dual-customer (business and workers)
 - coordinate services that enhance the capacity of both workers and employers;
 - integrate funding streams, services, and information services;
 - generate ideas and innovative approaches to respond to the needs of employers and workers;
 - analyze data and measure results; and
 - facilitate evidence-based decision-making and group consensus-building
- b) Describe the applicant organization's experience and capacity to administer state or federal grants.
- c) Complete the Budget Summary Form (Attachment B)

7. **Reporting Requirements**

The Workforce Board requires a quarterly report narrative be submitted not later than thirty (30) days following the end of the quarter. The format and content requirements for quarterly reports will accompany contracts that will be executed with successful applicants.

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SECTION THREE – REVIEW CRITERIA

Representatives from industry, education, labor, and government will review the industry skill panel proposals, using the following review criteria. Recommendations will be sent to the Workforce Board for consideration and approval.

Please respond to ALL criteria listed below.

Criteria	Meets Criteria
1. Cover Page	<ul style="list-style-type: none"> • Cover page clearly summarizes the proposal and reflects a mature partnership that is strategically aligned and led by industry.
2. Description of Target Industry and Cluster Skill Panel targets a high demand industry cluster where employer demand exceeds the supply of qualified job applicants.	<ul style="list-style-type: none"> • Proposal describes the industry demand for skilled workers and explains how the industry constitutes a regional concentration of firms and employment, including employment in family wage jobs. • Proposal describes how the Skill Panel is addressing industry skill gap shortages in the targeted industry and provides evidence that the industry is part of the WDC and EDC strategic plans and/or other economic development initiatives. • Proposal provides evidence that labor market demand expands beyond the local and regional marketplace and fills a statewide skill gap need. Labor market and wage data from a variety of resources supports the statewide need and are provided as evidence to include traditional data, trade association data, and other transactional data.
3. Problem Statement Current or anticipated business issues for firms within the identified cluster are clearly articulated.	<ul style="list-style-type: none"> • Proposal describes the current or anticipated business issues being addressed by the Skill Panel. • Proposal identifies the steps the Skill Panel has taken or will take to analyze and document the root cause of the business problem • The proposal reflects an action(s) by and between the partners to resolve the business issue(s) and captures data that documents the supporting the solution • Specific business impact areas are clearly identified and include an explanation of the process or methods that will be implemented to capture data. • The proposal addresses how firms will recognize success of the skill panel.

Criteria	Meets Criteria
<p>4. Project Design</p> <p>Project design demonstrates quality and thoroughness and addresses the impact on businesses and workers, and the effectiveness of the partnership.</p>	<p>Proposal clearly describes the following elements:</p> <ul style="list-style-type: none"> • Goals • Strategies that are nimble and flexible and are readily adaptable to the changing environment of the selected industry cluster. • Activities that go beyond what are current practices for addressing the workforce education and training needs of key regional industry clusters. Roles and responsibilities of panel members are aligned with activities. • Strategic alignment with state and local plans. • Deliverables that include: <ul style="list-style-type: none"> ✓ An analysis of the root cause of the business problem (required) ✓ Replication document (required) ✓ Sustainability plan (required) ✓ Recommendations for policy and/or program changes that, if implemented, would result in system change and increased system performance (required) • Planned outcomes and measures include: <ul style="list-style-type: none"> ✓ Proposal describes anticipated outcomes and measures and how data will be used in decision making processes. ✓ Outcomes and measures address the impact on Businesses, Workers, and the Quality of the partnership. ✓ Project schedule includes a timeline and milestones against which progress will be evaluated ✓ Narrative describes coordination among key stakeholders and what combined activities and services are leveraged to create a sustainable partnership that will continue beyond the scope of the industry skill panel contract period.
<p>5. Proposal provides evidence of active community partnerships.</p>	<ul style="list-style-type: none"> • Skill Panel Membership includes all required partners. • Skill Panel strategies take into consideration a variety of resources and comprehensive services provided through the participation of each panel member. • Proposal clearly shows evidence of active participation from panel participants to include: <ul style="list-style-type: none"> ✓ Businesses ✓ WDC ✓ Local Economic Development organizations ✓ Community & technical colleges ✓ Centers of Excellence (where they exist for the target industry—List attached) ✓ Chambers of Commerce ✓ Apprenticeship ✓ Organized Labor

Criteria	Meets Criteria
	<ul style="list-style-type: none"> ✓ K-12 system ✓ Private Career Colleges (if they provide training within the region for the selected industry(s)) ✓ Local WorkSource Centers <ul style="list-style-type: none"> • Proposal describes a governance structure that demonstrates the panel is industry driven. • Panel participants provide funding and/or in-kind support to sustain the panel beyond the scope and budget of the contract period.
<p>6. Applicant has the expertise and capacity to meaningfully engage and sustain employer participation in the Skill Panel project.</p>	<p><i>Conveners</i> clearly describe their experience and expertise as an organization to:</p> <ul style="list-style-type: none"> • Focus on the dual customer (business and worker) • Coordinate services that enhance the capacity of both workers and employers. • Integrate funding streams, services, and information services. • Generate ideas and innovative approaches to respond to the needs of employers and workers. • Analyze data and measure results; and • Facilitate evidence-based decision-making and group consensus-building • Budget includes description of required 25% match

Overall comments:

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SECTION FOUR – RESOURCES AND REFERENCES

GLOSSARY

Selected High Demand Common Definitions [excerpt] Prepared by the Common Definitions Work Team, July 25, 2007

Sector: A group of industries with similar business processes, products or services like construction or health services; formerly categorized by the Standard Industrial Classification (SIC) system, now categorized by the North American Industry Classification System (NAICS).

Industry Cluster: A geographic concentration of interdependent competitive firms that do business with each other, including firms that sell inside and outside of the geographic region, as well as support firms that supply new materials, components, business services, and other institutions including government and education.

Targeted Industries or Clusters: Industries and industry clusters that are identified based on a strategic economic development consideration or other public concerns.

High Demand Occupation: An occupation with a substantial number of current or projected employment opportunities.

REFERENCES

State Sector Strategies: Regional Solutions to Worker and Employer Needs. NGA Center for Best Practices. November 2006. Available at: www.sectorstrategies.org.

High Skills High Wages, Workforce Training and Education Coordinating Board. January 2007. Available at: www.wtb.wa.gov/Activities_HighSkills.asp

Next Washington: Growing Jobs and Income in and Global Economy 2007 - 2017. January 2007. Available at: www.governor.wa.gov/priorities/economy/next_wa_final.pdf

Job Skills Matching Grant Program, State Board for Community and Technical Colleges. June 2007.

High Demand Grant Application 2007 – 2009. State Board for Community and Technical Colleges. May 2007.

Apprenticeship Growth Funding 2007 – 2008. State Board for Community and Technical Colleges. June 2007.

Section 503 Incentive Grant 2007 Guidelines. Workforce Training and Education Coordinating Board. July 2007.

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ATTACHMENT A - COVER PAGE

Applicant Organization: _____

Address: _____

Project Manager: _____

Phone _____

E-Mail Address: _____

Skill Panel Name: _____

Amount Requested: _____

Proposed Project Start Date: _____

Proposed Project End Date: _____

PROJECT SUMMARY: Provide a brief (100 words or less) summary of the proposal. The summary should succinctly describe the project concept and expected outcomes.

Director of Applicant Organization or designee: _____

Signature: _____

Title: _____

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ATTACHMENT B - BUDGET SUMMARY WORKSHEET

Applicant Organization Name: _____

Project Title: _____

January 2, 2008 to June 30, 2008				
	Grant Funds Requested	Match	Total	Narrative
Salaries and Benefits				
Travel				
Goods and Services				
Subcontracts				
Equipment ¹				
Administration (5% maximum of the total Skill Panel funds requested)				
TOTAL				

¹ Any proposed equipment with Skill Panel funds must be described and justified.

*List sources of cash or in-kind match funds. Match is required at 25 percent.

Describe types and purposes of subcontracts. Comments or explanation of extraordinary costs:

Describe cash or in-kind match:

July 1, 2008 to June 30, 2009

	Grant Funds Requested	Match	Total	Narrative
Salaries and Benefits				
Travel				
Goods and Services				
Subcontracts				
Equipment ¹				
Administration (5% maximum of the total Skill Panel funds requested)				
TOTAL				

¹ Any proposed equipment with Skill Panel funds must be described and justified.

*List sources of cash or in-kind match funds. Match is required at 25 percent.

Describe types and purposes of subcontracts. Comments or explanation of extraordinary costs:

Describe cash or in-kind match:

<p style="text-align: center;">INDUSTRY SKILL PANELS 2007 - 2009 Request for Proposals ATTACHMENT C - PROPOSAL CHECKLIST</p>
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This checklist is designed to assist applicant organizations in ensuring that their proposal is completed prior to submitting to the Workforce Board. Please *do not* return this form with your application.

Logistics

- Electronic application due by 3 p.m. on Wednesday, December 5, 2007.
- Ten (10) copies, one with original signatures, also due Friday, December 7, 2007
- Application submitted on standard 8½" x 11" white paper (one side only).
- Font size no smaller than 12-point type.

Proposal Elements

- Cover page with project summary and applicant organization signature.
- Proposal section follows Application Instructions, Section II, Parts 1 through 6.
- Budget Summary Worksheet.
- Letters of support attached.
- Our proposal is no more than 10 pages (excluding Cover Page, Budget Summary Worksheet, and letters of support).