



## SkillWorks Phase III Funding Guidelines (July 2015)

SkillWorks is entering its third year of Phase III (2014-2018) and will award grants and contracts totaling between \$500,000 and \$650,000 this cycle in support of our key focus of work and priority investment areas articulated in the guidelines herein. Funds will be awarded through a competitive process open to proven or promising programs, partnerships or initiatives led by nonprofit, public or for-profit entities including community based non-profits, career technical education programs and community colleges. Successful applicants will be closely aligned with SkillWorks’ Vision and Value System; will address the **key focus of work and priority investment areas** detailed in the guidelines; will demonstrate impact as defined within the guidelines under SkillWorks’ **Four ‘A’s of Impact: Access, Attainment, Achievement and Assets**; and must demonstrate their potential to achieve measurable results. Applicants may submit proposals seeking multi-year funding. All grants and contracts will be approved by the SkillWorks Funders Group <sup>1</sup> and should plan for a start date of January 1, 2016.

### SkillWorks Vision and Value System

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**Vision: Make Greater Boston a place where (1) our low income residents have the opportunity to get a good job and make a good living, and (2) every business has a skilled workforce available to it.**

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Since its inception, SkillWorks’ role has been and will continue to be that of a convener, connector, influencer and source of best practices and innovation. Our investment portfolio will continue to support a fundamental need to improve the workforce system’s effectiveness and efficiency, resulting in significantly improved economic outcomes for job and skill seekers, with a priority focus on those in Greater Boston who are low-income and low-skilled. As with previous funding cycles, applicants in this round of funding should consider whether their proposed program and activities meet the following principles: 1) strategies lead to systems change; 2) strategies are innovative; 3) strategies address a key gap in the workforce system. Applicants should also align with SkillWorks’ core values and key focus of work detailed below.

### Values:

- Treat the whole person by investing in programs/practices and partnerships that address barriers to accessing services and training and that lead to attainment of marketable skills and employment.

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<sup>1</sup> SkillWorks’ funders group is comprised of the initiative’s investors. Phase III investors currently include the Boston Foundation, City of Boston Neighborhood Jobs Trust, the State Street Foundation, Bank of America Foundation, the Clowes Fund, Inc., Herb and Maxine Jacobs Foundation, JP Morgan Chase, Ludcke Foundation, National Fund for Workforce Solutions and the Carl S. Adams Memorial Trust and Perpetual Trust for Charitable Giving, Bank of America N.A., Trustees.

- Support persistence through and completion of training that leads to jobs that pay a family sustaining wage by creating multiple pathways to college and career.
- Support capacity within training and education providers to achieve greater reach and scale and increase partnerships between organizations to maximize participant outcomes.
- Create greater opportunity for financial empowerment by focusing on access to high quality jobs.
- Strengthen the connection between the talent supply and jobs in demand by supporting employer-centric partnerships.

## 2016 Key Focus of Work:

As we enter the third year of Phase III, investments in this latest cycle of funding will also align closely with SkillWorks' **Key Focus of Work**. Beginning with investments in 2016, SkillWorks will have four key areas of focus of our work as follows: **1) Drive Demand, 2) Deepen Capacity, 3) Increase Employability and 4) Target Impact.**

# Key Focus of Work

 <p><b>Drive Demand</b></p> <p>Support a more <b>employer-centric approach</b> through new industry partnerships and business engagement strategies that streamline access to talent, develop responsive programs and improve employee retention.</p>	 <p><b>Deepen Capacity</b></p> <p>Increase access to training and likelihood of employment by supporting practices, programs and providers that offer a <b>continuum of services</b> or partner with others to <b>achieve a "whole person" approach</b> and maximize outcomes for individuals served .</p>	 <p><b>Increase Employability</b></p> <p>Invest in <b>work readiness skills</b> linked to work based learning for jobs seekers with a focus on youth to better position <b>youth and young adults</b> for employment.</p>	 <p><b>Target Impact</b></p> <p><b>Link training programs to job quality</b>, build relationships with employers that value <b>investment in front line workers</b> to lead to greater production, retention and <b>positive outcomes for employers and employees.</b></p>
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**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

Key Focus of Work	Priority Investment Area	Approx. Resources Available (annual)	Examples of Eligible Projects (include but are not limited to)
<p><b>Drive Demand:</b></p> <p><i>Support a more employer-centric approach through new industry partnerships and business engagement strategies that streamline access to talent, develop responsive programs and improve employee retention.</i></p>	<p><b>Implement industry-driven and responsive training programs and deploy strategies that embed employer engagement with meaningful outcomes.</b></p>	<p>\$150,000-300,000</p> <p><i>average grant: \$50,000-\$100,000 per year</i></p>	<ul style="list-style-type: none"> <li>- Employer-centric, business engagement strategies that bring community based and/or career and/or post-secondary partners together with businesses to address critical workforce challenges and document industry practices for recruiting, hiring, training, retention and career advancement of entry-level to middle-skilled individuals.</li> <li>- Business and employer engagement strategies that add capacity to an organization in order to increase the likelihood that individuals served will be employed and employers served will find qualified talent.</li> <li>- Sector training partnerships with focus on systems change such as increasing employer investment, building out career pathways, creating opportunities for under-represented populations and increasing likelihood of employment.</li> <li>- Incumbent worker training programs that provide upskilling and career advancement that may also leverage career advancement and succession planning as a means to recruit new entry level workers from existing sector training programs.</li> <li>- Sector training partnerships that make innovative use of technology in enrollment, assessment and service delivery to increase access to programs, enhance services or increase scale.</li> <li>- Sector training partnerships that serve populations with known barriers to employment, such as: long-term or chronically unemployed; homeless or formerly homeless; disconnected youth; veterans; or individuals with CORIs.</li> </ul>
	<p align="center"><b>***Special Funding for Organizations that Offer ESOL and Sector Based Training Programs:***</b></p> <p><b>English for New Bostonians (ENB) and SkillWorks</b> are partnering to create a unique and first-time funding opportunity with the goal of aligning basic skills and sector based skills training in order to create greater access to training and employment for individuals with low to intermediate English skills. <b><i>For applicants that are specifically seeking funds from SkillWorks to implement sector-based skills training as described above and that also have existing ESOL programs and services,</i></b> we have created a special pool of funds that will provide the opportunity for an organization to intentionally fuse their existing ESOL</p>		

**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

	<p>services with the proposed sector-based skills training. ENB funding of up to \$30,000 per year in 2016 and 2017 will support integrated ESOL services that will enable those with limited English skills to acquire skills training or career coaching leading to employment.</p> <p>Some examples for use of these funds include:</p> <ul style="list-style-type: none"> <li>• Offering sequential training for limited English speakers by providing contextualized, sector-based ESOL curriculum leading to entry to a sector-based skills training program.</li> <li>• Offering simultaneous or side-by-side training models that integrate contextualized ESOL with ongoing skills training through the use of a co-teaching model, contextualized curriculum and/or career and job coaching.</li> </ul> <p><b>In order to qualify for these funds, applicants must have existing ESOL and sector-based skills training programs where participants can benefit from this aligned opportunity.</b></p>		
<p><b>Deepen Capacity:</b> <i>Increase access to training and likelihood of employment by supporting practices, programs and providers that offer a continuum of services or partner with others to achieve a "whole person" approach and maximize outcomes for individuals served.</i></p>	<p><b>Access to college and Career through Credential Completion , employment/ employability and career advancement.</b></p>	<p>\$100,000-\$150,000 <i>average grant: \$50,000-\$100,000 per year</i></p>	<ul style="list-style-type: none"> <li>- Development of partnerships and models that take career and academic coaching to scale, particularly models that integrate or link to a continuum of services from basic skills and college preparation through post-secondary matriculation and persistence, work readiness and job placement and retention.</li> <li>- Strategies and programs that help lower-income, lower-skilled people transition to and complete post-secondary education and training leading to employment or career advancement.</li> <li>- Supportive services that remove barriers to credential completion or career advancement.</li> <li>- Strategies that increase the likelihood of individuals achieving employment by completing work readiness training.</li> <li>- Innovative strategies that provide access to non-traditional post-secondary programs that accelerate credential completion and increase the likelihood of employment and/or career advancement.</li> </ul>

**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

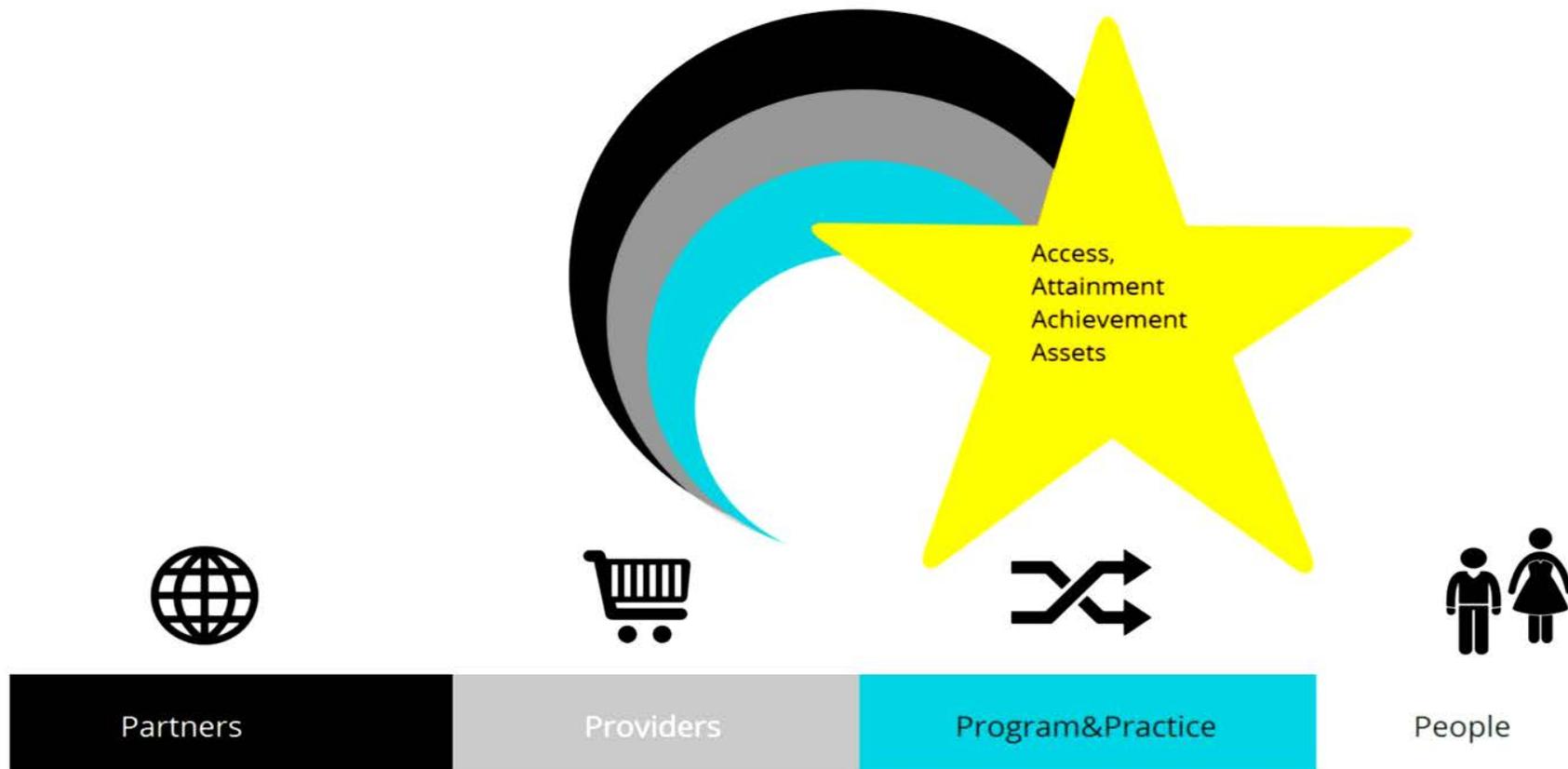
Key Focus of Work	Priority Investment Area	Approx. Resources Available (annual)	Examples of Eligible Projects (include but are not limited to)
<p><b>Increase Employability:</b></p> <p><i>Invest in work readiness skills linked to work based learning for job seekers with a focus on youth to better position youth and young adults for employment.</i></p>	<p><b>Career awareness, exposure, navigation and work readiness.</b></p>	<p>Up to 50,000</p> <p><i>average grant: \$25,000-\$50,000</i></p>	<ul style="list-style-type: none"> <li>- Small grants to community-based organizations in Boston for staff development, employer outreach, or other activities related to implementation of the statewide career readiness system, otherwise known as Career Ready 101.</li> <li>- Small grants to youth/young adult serving organizations, community-based organizations or other non-profit programs seeking to increase mobility of individuals served through greater exposure to careers and the navigating pathways to careers.</li> <li>- Small grants for research project(s) examining the value of career awareness, career exposure and career navigation and work readiness (soft skills) as functions of preparing youth and young adults for careers.</li> </ul>
<p><b>Targeting Impact:</b></p> <p><i>Link training programs to job quality; build relationships with employers that value investment in front line workers to lead to greater production, retention and positive outcomes for employers and employees.</i></p>	<p><b>Focus on the impact and alignment of workforce resources to increase access to training and persistence through training towards skill attainment and credentials to increase the likelihood of employability and build assets toward economic stability.</b></p>	<p>\$100,000-\$150,000</p> <p><i>Grant size will depend on the project</i></p>	<ul style="list-style-type: none"> <li>- Advocacy for key workforce programs and priorities at the state level, as determined by the SkillWorks Funders Group and its partners/grantees.</li> <li>- Policy development and research related to the changing nature of workforce in the 21<sup>st</sup> century including a focus on job quality, improving the ratio of individuals accessing services and training programs, career pathways leading to employment, post-secondary credentials and/or career advancement , job readiness/employability and job placement.</li> </ul>
<p><b>Total</b></p>		<p><b>\$500,000-\$650,000</b></p>	

## SkillWorks Phase III Priority Investment Areas and Eligible Projects

### SkillWorks Four 'A's of Impact: Access, Attainment, Achievement and Assets

In alignment with SkillWorks' value system and strategy to improve the workforce system's effectiveness and efficiency, resulting in significantly improved economic outcomes for job and skill seekers and employers, we are reframing our Outcomes Dashboard and Reporting Templates. Our strategy is to collect, measure, analyze and share data with the goal to demonstrate greater impact by considering the various milestones or factors along a continuum that show an individual participant's progress, a program's innovative practices or solutions, a provider's organizational accomplishments and a partner's return on investment.

SkillWorks' **Four 'A's of Impact** will consider the interactions between participants, programs, providers and partners across points of **Access, Attainment, Achievement and Assets** in order to better understand the barriers and challenges among each of these stakeholders and the opportunities to share and implement best practices, increase the reach and scale of successful programs and create greater opportunity for system change. Successful applicants of this funding cycle should be prepared to report data and answer narrative questions that illustrate how these stakeholders interact to improve outcomes.



**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

**Common Measures across Access, Attainment, Achievement and Assets**

At a minimum, successful applicants should be prepared and able to address at least these common metrics.

**Pre-Employment**

Participant Level Data	
Total program capacity by cohort (number of available seats per training cycle)	Access
Number of applicants screened for eligibility for funded program	
Percentage of screened applicants eligible to enroll in funded program	
Percentage of ineligible applicants referred to other programs/services	
(To the extent data is available) Percentage of ineligible applicants referred out that initiated a service or were accepted into a referred program/service	
Number of eligible applicants enrolled in training (job seekers)	Attainment
Number of job-seekers persisting (by quarter) in training/education	
Number of job-seekers completing training	
Number of job-seekers earning education or industry credentials of any level	
Number of job-seekers enrolling in post-secondary education	Achievement
Number of job-seekers earning post-secondary credentials	
Total number of job-seekers placed in jobs	
Number placements at specific wage levels < \$9.99 to > \$20.00	
Number of job-seekers promoted to new positions or increasing work hours as a result of training	
6-12 and 24-month job retention statistics	

**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

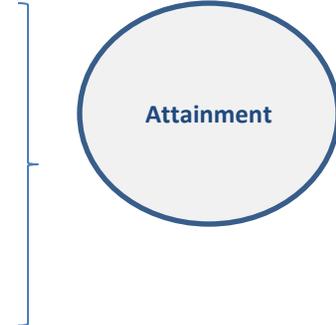
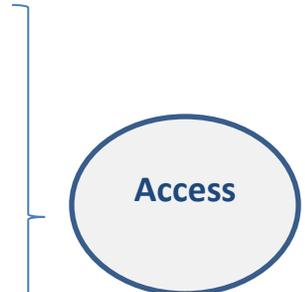
**Customized Measures across Access, Attainment, Achievement and Assets**

In addition to the required common measures, successful applicants may be asked to provide short answers or narrative summaries of the following.

SkillWorks will work with successful applicants during the contract negotiation process to determine feasibility of collecting this information.

Please note: these questions are not required as part of the proposal and are all subject to change during contract negotiation with successful applicants.

Participant Level	Program Level	Provider Level	Partner Level
What specific services do applicants require that prevent them from enrolling in training? i.e. basic skills, ESOL, work readiness, social and legal services, employment barriers	Are programs assessing supports and services necessary to enroll qualified trainees and support persistence and completion? i.e. basic skills, ESOL, work readiness, social and legal services	Does the provider have staff capacity and expertise necessary to assess applicants to ensure enrollment of qualified applicants and referrals for those that do not qualify?	Are partners offering aligned services and capacity to meet needs of trainees and/or applicants that are not eligible for training programs?
Are participants accessing continuous services in addition to skills training to support their persistence and completion to employment and retention?	Does the program offer aligned or a continuum of services to support trainees through completion to employment and retention?	Are providers offering hours and locations to meet participant and employer needs?	What percentage of referrals transition into participant supports/services?
Are participants using other public benefits to assist with progress? i.e. TANF, DTA/WIC etc.	Do programs track intermediate milestones, such as resume development, financial tools and management, debt reduction, child custody, housing, transportation etc.?	Are providers offering flexible services or partnering with others to make flexible services available?	Are partners providing aligned, in kind or leveraged resources to support participant services and outcomes?



**SkillWorks Phase III Priority Investment Areas and Eligible Projects**

Participant Level	Program Level	Provider Level	Partner Level
Are participants using post placement services to maintain employment? Are they utilizing employer-paid training/tuition reimbursements for career advancement?	Does the program have dedicated staff to engage partners? i.e. employers, post-secondary and community partners	Does the provider have strong employer relationships? How many?	Do employers find qualified talent from the pool of participants in the training program? What percentage of their talent/recruiting is from the provider? What is the retention rate from the participant pool compared to other services employers use to find talent?
Are participants achieving financial stability as a result of training and placement?	Does the program make placements with employer partners consistently?	Do employer partners make referrals to other employers seeking talent?	Do partners offer volunteer services to a provider for services such as curriculum development, advising, resume and mock interviews etc.?
As a result of employment are participants more able to access housing, transportation, post-secondary options for themselves and/or children?	Are programs training along a career pathway?	Does the provider monitor and publicize success stories?	Do employers engage with providers on fee-for-service models that train incumbent workers?
As a result of employment, are participants able to access benefits and other employer incentives?	Are programs focused on training for jobs with livable wages, benefits and opportunities for career advancement?	Does the provider have nimble resources to support employer engagement and program development?  (labor market info tools, career assessment tools, customer management databases etc.)	Do employers offer benefits to support career advancement for employees?



**SkillWorks Competitive Grants Process**

*SkillWorks will make grants or approve contracts of between one and two years as described in the chart on page 3. The application process and timeline for all requests is below.*

<b>SkillWorks Issues RFP</b>	<b>July 15th, 2015</b>
<b>Bidders Conference</b> - Organizations interested in applying for funds will have an opportunity to ask clarifying questions about the RFP, Guidelines and Review Process and Timeline.	<b>August 10th, 2015</b> <b>10:00AM-11:30AM</b> <b>75 Arlington Street, 10<sup>th</sup> Floor</b> <b>South Boston Conference Room</b>  RSVP to <a href="mailto:Kaitlyn.Bean@tbf.org">Kaitlyn.Bean@tbf.org</a> by <b>Friday, August 7<sup>th</sup></b>
<b>Deadline for Questions</b> - for those who cannot attend the bidders conference, please submit written questions to <a href="mailto:Marybeth.Campbell@tbf.org">Marybeth.Campbell@tbf.org</a>	<b>August 12th, 2015 5:00PM</b>
<b>Frequently Asked Questions</b> - a transcript of the bidders conference and any written questions/answers will be posted to:  <a href="http://www.skill-works.org">www.skill-works.org</a>	<b>August 14<sup>th</sup>, 2015</b>
<b>Applications Due</b> - Complete applications should be submitted by email to <a href="mailto:skillworks@tbf.org">skillworks@tbf.org</a> with a copy to Marybeth Campbell at <a href="mailto:Marybeth.Campbell@tbf.org">Marybeth.Campbell@tbf.org</a> and one bound hard copy with attention to Marybeth Campbell, SkillWorks c/o The Boston Foundation, 420 Boylston Street, 4 <sup>th</sup> Floor, Boston, MA 02116	<b>September 15, 2015 5:00PM</b>
<b>Review Period and SkillWorks Funders Group Meeting</b>	<b>Complete by mid-October 2015</b>
<b>Awards announced</b>	<b>November 2015</b>
<b>Contract Negotiations</b>	<b>November –December 2015</b>
<b>Anticipated Project Start Date</b>	<b>January 1, 2016</b>

Complete applications should be submitted by email to [skillworks@tbf.org](mailto:skillworks@tbf.org) with a copy to Marybeth Campbell at [Marybeth.Campbell@tbf.org](mailto:Marybeth.Campbell@tbf.org).

## Instructions for Submitting the Full Proposal

**Only complete applications will be accepted and reviewed for consideration. Incomplete applications will be deemed ineligible.** Applicants submitting a request of \$50,000 or more should ensure that their Giving Common profile (see page 6) is complete and up to date at the time of full proposal submission.

The following must be submitted as part of a full proposal:

- 1) **Proposal coversheet** (please use attached template)
- 2) **Proposal narrative** of no more than 3500 words (approximately 8 pages, single spaced) addressing the selection criteria on pages 15-16, as applicable
- 3) **Line-item project budget** including specific use of the grant sought from SkillWorks, sources and amounts of any additional funding pending or received, employer support, or any other sources of match for the project. A sample budget template may be found at <http://www.agmconnect.org/cpf/>
- 4) **Budget narrative** (1 page)
- 5) **Required Attachments (not counted in page limit):**
  - a. **Detailed work plan** (see template below)
  - b. **Proposed Outcomes Dashboard** (see template on [RFPs section of our website](#) - *\*NEW\* Proposed Outcomes Form in Excel*)
  - c. **Data management narrative** (no more than 2 pages) describing the lead applicant's data management capacity, including:
    - Database system being used to manage participant level data
    - Approach to and experience with recording and reporting participant level data, including participant Social Security Numbers, demographic information, training participation, and educational and employment outcomes, including assurance that the applicant is in compliance with Massachusetts General Law 201 CMR 17.00: Standards for the Protection of Personal Information of Residents of the Commonwealth<sup>2</sup>
    - Approach to and experience with following participants over time, including methodology used to track job placements, wage gains, promotions, employment retention, and credential attainment
    - Approach to and experience with capturing business impact of services provided to employers, if applicable
    - Experience with evaluation (internal and external), including links to any evaluations of the program for which funding is requested, if available
  - d. **A one page visual depiction** of the service model (e.g. client flow chart or logic model)
  - e. **MOUs or MOAs** detailing specific responsibilities and roles of each partner named in the proposal.

**Applicants should submit one unbound copy of the proposal to Marybeth Campbell at SkillWorks c/o The Boston Foundation, 420 Boylston Street, 4<sup>th</sup> Floor, Boston, MA 02116 and email the proposal as a PDF file to [skillworks@tbf.org](mailto:skillworks@tbf.org).**

<sup>2</sup> MGL 201 CMR 17.00 can be accessed here: <http://www.mass.gov/ocabr/docs/idtheft/201cmr1700reg.pdf>

## Information and Requirements for Full Proposal

***The following information and requirements apply to all applicants submitting proposals.***

***Giving Common Profile:*** The Giving Common is an innovative web-based resource for informed giving in Massachusetts (<http://www.givingcommon.org/>). SkillWorks is requiring that grant applicants complete and update their Giving Common profiles before submitting a full proposal for any grant of \$50,000 or more. To learn more about the Giving Common, including information about the benefits to participating nonprofit organizations, please click [here](#).

To get started, you can request a profile by visiting the [Giving Common](#). The Giving Common is open to all nonprofit organizations serving or located in Massachusetts.

***Proposal Review and Evaluation:*** As part of its due diligence process, SkillWorks staff, often joined by members of the Funders Group, may conduct a site visit and may also contact board members, clients, the leadership of collaborating or similar organizations and other funders to become better acquainted with the organization. If a site visit is deemed necessary, SkillWorks will do its best to coordinate with the lead applicant on any such contacts. SkillWorks will also ask external readers for feedback on individual proposals.

***Annual Review and Reporting:*** Funded organizations will report annually on progress toward the goals and outcomes established in collaboration with SkillWorks before subsequent payments on multi-year grants are released. Organizations receiving one-year grants should also report on their outcomes within 60 days of the end of the grant period.

***Program Evaluation:*** In addition to the submission of an annual narrative and financial report, SkillWorks grantees are required to participate in an external evaluation that measures the benefits of their program activities for individuals, employers, and systems impact. Partnerships providing direct services should be prepared to collect data such as social security numbers, wages and demographic information for both unemployed and incumbent worker participants, as well as services provided and outcomes. Applicants should assure that participants and employer partners are aware of these data collection needs and agree to provide evaluation data. Data collection agreements should be written into partnership MOUs. Evaluation activities will include but not be limited to annual submission of participant-level data to the evaluation team, if applicable; staff, participant and partner interviews with the evaluation team; and completion of any reporting required by the [National Fund for Workforce Solutions](#).

SkillWorks staff will notify the applicant of the Funders' decision. Depending on the award or project, SkillWorks may choose to advance up to one year of the grant shortly after notification of the award, or to award performance-based contracts or grants payable after agreed-upon benchmarks are met.

***What SkillWorks does NOT fund:***

- Stand-alone ESOL, ABE or job readiness programs that are not connected to employer demand or career pathways
- Direct donations or grants to individuals
- Political campaigns
- Building or capital campaigns
- Annual fund drives or campaigns
- Projects that exclusively serve religious purposes

Please note that this is not a comprehensive list; if applicants have questions about what SkillWorks will fund, please email [skillworks@tbf.org](mailto:skillworks@tbf.org) to contact SkillWorks staff.

## Key Evaluation Criteria for Full Proposals

**Strategic Alignment:** Successful applicants will be closely aligned with our **key focus of work and priority investment areas** as listed above and demonstrate potential to achieve measurable results. Successful applicants will also demonstrate that their project is aligned with the SkillWorks value system and principles including: has a systems change orientation;<sup>3</sup> is innovative; and addresses a key gap in the workforce system.

**Priority focus on those in Greater Boston who are low-income and low-skilled:** SkillWorks has a particular focus on efforts that unlock economic and educational opportunity for underserved residents and neighborhoods, especially within the City of Boston. In addition, SkillWorks is also interested in expanding workforce training services to populations with known barriers to employment, such as: the long-term or chronically unemployed; homeless or formerly homeless; disconnected youth; veterans; or individuals with CORIs.

**Financial and Programmatic Capacity to Manage the Proposed Project:** Successful applicants will provide evidence that they have a solid, stable financial and program management team, a strong balance sheet and program plans that give us confidence that their work will be sustained beyond our investment.

**Collaboration:** Complex, long-standing problems require creative, multi-disciplinary approaches that are often beyond the capacity of a single organization. SkillWorks is interested in supporting organizations with a track record of collaboration and collaborative groups of agencies working together to address the priorities we have identified. In the case of new or innovative projects, prior collaboration on the proposed project is not required, but organizations should still provide evidence of related previous successful collaborative efforts.

**Matching Requirement:** For requests of \$50,000 or more per year, SkillWorks will give preference to partnerships or organizations that are able to provide a 50% cash match to the amount requested. If no match is provided for a request of \$50,000 or more, applicants must provide an explanation.

**Leadership:** Successful applicants will have strong board and executive leadership with a track record of collaboration and demonstrates knowledge about the community and the field in which they operate.

**Measurable Results:** Applicants must be able to articulate partnership or project goals, present a clear plan for achieving results and track outcomes and impact on the people and communities served. SkillWorks may request information on past performance in order to evaluate an applicant's ability to achieve proposed outcomes.

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<sup>3</sup> SkillWorks defines systems change as efforts to identify and address institutional practices, regulatory constraints, and other conditions that create barriers to hiring, training, retaining, and advancing entry-level or front-line staff in an industry or occupation. Such systems change efforts include the development of services that demonstrate practical, replicable solutions to problems of access or quality of education or training services as well as endeavors to change the policies and practices of employers, industry, education institutions and training providers. Specific examples include (but are not limited to): changes in employer practices or policies that promote advancement for entry-level workers; evidence that grant-funded programs and practices are being institutionalized; new human resource practices or policies; expansion of partnership programs to other industry employers; and expansion of partnership programs/services to other groups of employees at a partner employer.

**Career Pathways Approach:** Applicants should demonstrate that their project or partnership is supportive of or follows a career pathways approach to organizing and delivering services. A **career pathway system** is comprised of sector or cross-sector occupational career pathways that consist of: 1) well-connected education and training offerings; 2) multiple entry points at different skill and education levels; 3) multiple exit points aligned with successively higher levels of education/skill and family supporting employment. **Career pathway programs** are the building blocks of career pathways and include: 1) participant-focused approaches to instruction and training; 2) non-duplicative assessment of participant skills and needs; 3) supportive services and career navigation services, including career exploration; and 4) direct connections to employment, including quality work experience and employment services. More information on the career pathways approach can be found at <http://www.clasp.org/resources-and-publications/files/CLASP-The-AQCP-Approach-Feb-2013.pdf>

### Key Criteria for Sector Partnership Applicants

SkillWorks has supported sector workforce partnerships for the last ten years and has learned many lessons from these investments. Applicants submitting a proposal in support of sector partnerships should keep in mind these additional key criteria for funding.

**Business/Employer Engagement:** Successful applicants will demonstrate employer engagement and leadership, documented by MOA or MOU, as well as demand-driven approach to training. **At least two employer partners are required per partnership.**

**Understanding of the Sector:** Successful applicants will demonstrate deep understanding of and experience with the industry sector they are addressing in their application. Specifically, applicants will be able to cite employer, local and regional level (not just statewide or national) hiring and labor market statistics relevant to the sector; demonstrate understanding of employer practices and criteria with respect to entry and advancement; career pathways; and educational and training opportunities and barriers. Based on their understanding of the sector, applicants will identify specific opportunities to change employer or industry practices with regard to hiring, advancement and retention of workers.

**Job Quality:** Successful applicants will strive to ensure that a majority of the jobs targeted for training and placement meet Boston's living wage standard, currently \$13.89/hour (subject to increase) and also take into consideration that job quality may also include components such as a living wage, benefits and opportunity for career advancement. For more on Boston's living wage, please see <http://www.cityofboston.gov/owd/livingwage.asp>

### Templates for Full Proposal Attachments

1. Proposal Coversheet
2. List of Partners with contact information
3. Work plan for Participant, Employer and Systems Change Services/Outcomes
4. Proposed Participant Outcomes Form
5. Budget Template



*Full Proposal Forms and Attachments*

SkillWorks: Partners for a Productive Workforce  
c/o The Boston Foundation  
420 Boylston Street, 4<sup>th</sup> Floor  
Boston, MA 02116  
[www.skill-works.org](http://www.skill-works.org)

# Proposal Coversheet

Name of Lead Applicant/Fiscal Agent:  
 Contact Person: ..... Title: .....  
 Street/City/State/Zip: .....  
 Phone/Fax:.....  
 Email: .....  
 Authorized Signature:.....  
 Typed Name: .....  
 Title:.....  
 Date: .....

Name of Project:		
Target Industry Sector(s), if applicable:		
Targeted Occupation(s), if applicable:		
Total Grant Amount Requested:		
Total Match Amount:		
Total Number of Unduplicated Participants Served during Grant Period (if applicable):		
Number of Participants Per Year:	<b>Year</b>	<b># of Participants</b>
	2016	
	2017	
Project Synopsis (no more than 200 words): <i>Briefly describe the project, including the program goals, design, services and impact</i>		

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## Partner Organizations

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Please list all partners; add rows as needed. Please attach signed MOUs describing the responsibilities of each partner.

<b>Name of Organization</b> Legal Name of Partner	<b>Role of Partner</b> For example: employer, union, education provider, support services provider, etc.	<b>Contact Information</b> Name, address, telephone number, email

# Workplan Template

Please note: not all sections will be applicable to all applicants.

<u>SkillWorks Work Plan Template: Services to Participants</u>				
Partnership's Goals related to Participants:				
1)				
2)				
3)				
Short-term Outcome <i>(What will change?)</i>	2016 Activities <i>(What will you do?)</i>	2016 Outputs <i>(# enrolled, # completing a training, etc)</i>	Timeline <i>(When will it happen?)</i>	Responsible Party <i>(Who will make it happen?)</i>

<u>SkillWorks Work Plan Template: Services to Employers</u>				
Partnership's Goals related to Serving Employers:				
1)				
2)				
3)				
Short-term Outcome	2016 Activities	2016 Outputs	Timeline	Responsible Party

**SkillWorks Work Plan Template—Systems Changes**

*In the section below, please describe your partnership’s systems change goals, activities and outputs in detail, and include in your description which of the SkillWorks priority area(s) each of your goals addresses.*

<b>Intermediate-term outcome</b> <i>(What change do you hope to see in the next 1-2 years?)</i>	<b>2016 Activities</b> <i>(What activities will you undertake this year to move toward this outcome?)</i>	<b>2016 Outputs</b> <i>(What will you produce or see as a result of your activities?)</i>	<b>Timeline</b> <i>(When do you expect to implement these activities/see outputs?)</i>	<b>Responsible Party</b> <i>(Who/which partners are primarily responsible?)</i>