

Atlanta CareerRise

Request For Proposals - Round 6

- 1) **Regional Sectors Innovation Funding: Healthcare, IT and TDL Industry Partnership**
- 2) **Localized Industry Partnerships (Other than HC, IT and TDL)**

Due by 5 pm EDT Monday, April 8, 2019

Key Dates

- Informational Conference (Optional): Thursday, February 28, 2019, from 1:30 – 3:00 pm at United Way (call in option available at 1-877-625-8448 passcode 194 135 2896#)
- Full Proposals Due: 5 pm EDT Monday, April 8, 2019 via email

Contact:

Atlanta CareerRise

United Way of Greater Atlanta, 40 Courtland St. NE, Suite 300, Atlanta, GA 30303

404-527-3501

ncarter@unitedwayatlanta.org

Executive Summary

Atlanta CareerRise is seeking proposals to establish, scale or strengthen the impact of promising industry partnerships in industry sectors that bring together employers, training providers, service providers, and other key stakeholders to advance the dual goals of helping individuals progress toward economic self-sufficiency, and helping employers meet their needs for a skilled workforce. **The intent is to provide support to help pilot or scale promising efforts to move un- and underemployed individuals toward sustainable wage careers in vibrant and growing local economic sectors while meeting employers' needs for skilled talent.** These partnerships should offer effective approaches to enable low-skilled incumbent workers and/or job seekers to enter and advance in career pathways leading to family-sustaining wages, and for employers to strengthen and/or advance their existing front-line workforce and cultivate a robust pipeline of entry-level workers.

Applications should be submitted either for 1) Regional Healthcare, IT or TDL Innovation Funding, or 2) Localized Industry Partnerships (sectors other than Healthcare, IT and TDL, and limited in geography). *Please note that application requirements differ slightly for these two categories.*

New in 2019, CareerRise will give special consideration to thoughtful approaches that target one or more "Innovation Challenges" (see [Table 1](#) for more explanation):

- Adapting Training for Working Adults
- Innovative Advancement Strategies after Training
- Building Better Jobs
- Strategies to Improve Outcomes based on Race, Equity and Inclusion
- Innovative Use of Technology

Funding Available and Eligibility

Atlanta CareerRise is allocating a funding pool of approximately \$400,000 in total for its 2019 investments for Regional Innovation and Local Industry Partnerships. Atlanta CareerRise will provide funding for a range of activities and work supports that lead to career ladder/lattice advancement, as measured by short term outcomes, such as the awarding of new credentials, increased wages, and promotion or hiring into a new position, that directly benefit both the employee and employer. It is intended that the CareerRise funds will fill gaps or otherwise augment other public or private funds co-invested for implementation, scaling or replication of the efforts.

Individual proposals are expected to not exceed \$75,000 in requested funds for a one-year project, but proposals requesting less or more may be considered depending on the scope, scale, leverage and partners in the project. The request should correspond to activities of approximately one year in duration, and renewal will be considered based upon funding availability. Proposals are due on April 8, 2019; the project period may begin as early as May 1, 2019.

For-profit and nonprofit organizations, employers and 501(c)(3) organizations with extensive sector knowledge and management capacity may lead an industry partnership and apply for this funding. The partnership must be located in or primarily serving individuals in one or more of the following Greater Atlanta counties: Butts, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, Paulding, and Rockdale.

Program Description

Atlanta CareerRise Overview

[Atlanta CareerRise](#) is a workforce funders collaborative that increases regional prosperity by creating and strengthening partnerships and systems that meet employer needs for skilled talent and connect metro Atlanta residents to sustainable wage careers.

The project, launched in 2011, is supported by a collaborative of community-focused investors, including United Way of Greater Atlanta (UWGA); Annie E. Casey Foundation; Arthur M. Blank Family Foundation, Bank of America Charitable Trust; Community Foundation for Greater Atlanta; JPMorgan Chase Foundation, IHG® Foundation, MUFG Union Bank, SunTrust Foundation and others. UWGA is the founder, managing partner and fiscal agent. In addition to the local funders, Atlanta CareerRise is affiliated with the [National Fund for Workforce Solutions](#), a national nonprofit advocating for regional collaboratives and employer-led partnerships.

The Collaborative follows the model developed by the National Fund for Workforce Solutions to create industry partnerships, build system capacity, and foster public policy advocacy. The resulting robust and long-lived relationships among employers, workers, and education and training/service providers enhance a cohesive pipeline to front-line jobs and career ladders. The National Fund strategy includes the following components:

- Creating industry partnerships in growing industries with middle skills career opportunities that pay a living wage
- Designing and implementing career advancement initiatives with employers to create pathways for moving up in the workplace
- Working with employers to make changes in policies and practices that result in good jobs
- Learning from best practices in a national network of regional funding collaboratives, and

- Combining national and local evaluations with research to support evidence-based practices.

These five strategies improve hiring and advancement opportunities by combining knowledge of the worker with a deep understanding of a targeted industry.

CareerRise Investment Strategy

Over the past seven years, CareerRise has successfully implemented employer-driven sectoral approaches as a core component of local workforce development efforts. CareerRise investments may be for both new and existing projects and will have the flexibility to address specific funding gaps that are ineligible for public workforce development funding streams.

CareerRise has diversified its funding support into two categories: **Regional Sectors Innovation Funding** and **Localized Partnership Funding**. Applicants must identify their proposal as submitted to one of these options, which have differing requirements:

Regional Sectors Innovation Funding will spur innovative approaches in the Healthcare, Information Technology (IT), and Transportation, Distribution and Logistics (TDL) Sectors. These significant region-wide efforts under [WorkSource Metro Atlanta Industry Partnerships](#) involve established coalitions of stakeholders working on a clearly defined set of industry-specific sector strategies. Proposals for Regional Innovation Funding require:

- Focus on Healthcare, IT or TDL sectors
- Lead organization should be a partner in [WorkSource Metro Atlanta Industry Partnerships](#)
- Alignment with articulated employer needs in Hiring, Training, Career Awareness, or Employability Skills service lines
- Project should involve at least one of the region's five Workforce Development Boards
- Leverage of additional or co-investment, and
- At least one employer deeply involved in the work.

Localized Industry Partnership Funding supports the creation and implementation of employer-driven sector partnerships that are more localized or place-based in scope. Such programs may have a limited scope focused on a specific geography or on the needs of a more localized set of employers. Proposals for Localized Industry Partnership Funding require:

- Focus on sector *other than* Healthcare, IT or TDL
- A minimum of one community-based service

What is an Industry Partnership?

An Industry **Partnership** is a collaborative group of employers, service providers, educators or other intermediaries that work together to meet the needs of both employers and employees to develop and scale best practices for training low-skilled workers for career ladders within an industry sector that is critical to a region's economy. Successful industry partnerships are employer-driven sector approaches to help low wage workers succeed by removing barriers to advancement while improving the competitiveness of a group of employers by addressing defined, shared business needs. The Industry Partnership supports and enhances education, training, and job placement for low-income, low-skilled unemployed adults or incumbent workers in order to advance their careers to higher-paying jobs, while simultaneously increasing the productivity of the employers due to improved employee performance.

Industry partnerships typically carry out the following functions:

- Develop deep understanding of needs of low-skilled adults and employers in specific sectors
- Convene relevant partners with a long-term perspective
- Engage employers as planners and implementers in this work
- Align resources to meet the needs of employers and job-seekers/workers
- Broker or deliver services

For the National Fund's brief overview of characteristics of high performing industry partnerships, [click here](#).

provider and one employer (although involvement or expansion to additional employers would be likely)

- A strategy to obtain additional investment or sustainability if successful.

NEW: Innovation Targets

This year, CareerRise will provide special consideration in its scoring of proposals if they address one or more of its special Innovation Targets. This is CareerRise’s method of focusing thoughtful risk-taking and innovation on key challenges it has observed in its work with employers and service providers.

Target	Description
1. Building Better Jobs	Working with employers to develop or offer on-the-job training programs, tuition reimbursement, innovative hiring practices, career pathways, cross training, and upskilling programs to make employees more productive and companies more successful. For examples, see the National Fund’s Job Design Framework .
2. Innovative Advancement Strategies after Training	After clients are successfully employed, additional interventions may be needed to access the next career opportunity. For example, strategies to provide additional services 9-12 months post-employment may be needed to provide a clear route to higher level positions.
3. Strategies to Improve Outcomes based on Race, Equity and Inclusion	Identify and reduce disparities in outcomes based on race, gender and geography. Design and implement strategies through inclusion of customers and residents and deep knowledge in targeted communities of interest.
4. Adapting Training for Working Adults	As the supply of jobs in the economy increases it has become increasingly important for training service providers to offer training programs that are adapted for those that are already working.
5. Innovative Use of Technology	The use of technology can be a valuable tool to improve outreach, enrollment, and the facilitation and delivery of programs and services to scale programs or services or mitigate transportation barriers.

CareerRise will competitively select strategic opportunities to provide direct and/or gap funding consistent with a dual customer focus, providing opportunities to test innovative approaches and scale successful models. CareerRise investments may be for both new and existing projects and will have the flexibility to address specific funding gaps that are ineligible for other workforce development funding streams. Atlanta CareerRise funds should not be used to replace or extend existing funding available to the partners, but should be used to add services, support of infrastructure not fundable by existing sources.

Project Guidelines

Criteria and Requirements

Successful proposals will meet the following criteria:

- Documented involvement of employers in the project and a description of their role in defining the project need, support, and commitment. See [Figure 1](#) below as examples of how employers are

expected to engage in the work. An employer association can count as one of the required employer partners. Please note that general advisory roles are generally not considered sufficient involvement.

- Co-investment of other funds commensurate with the maturity of the project. A new pilot for example would be expected to have less co-investment than a more mature partnership.
- Description of how the project advances the individuals served into career pathways leading to sustainable wage, middle skill jobs that are supported by labor market information and wage data
- Identification and commitment of a designated partnership manager and a plan for regularly convening and managing the partnership stakeholders engaged in the project.
- Strategy for providing community outreach, wrap-around services, coaching, and/or work supports that extend past a training period and into at least six months of initial employment to maximize success in employment and retention
- Clarity on goals for systems change and how the project will lead to, disseminate and advocate for improved practices among various stakeholders that result in better outcomes for the under-employed.

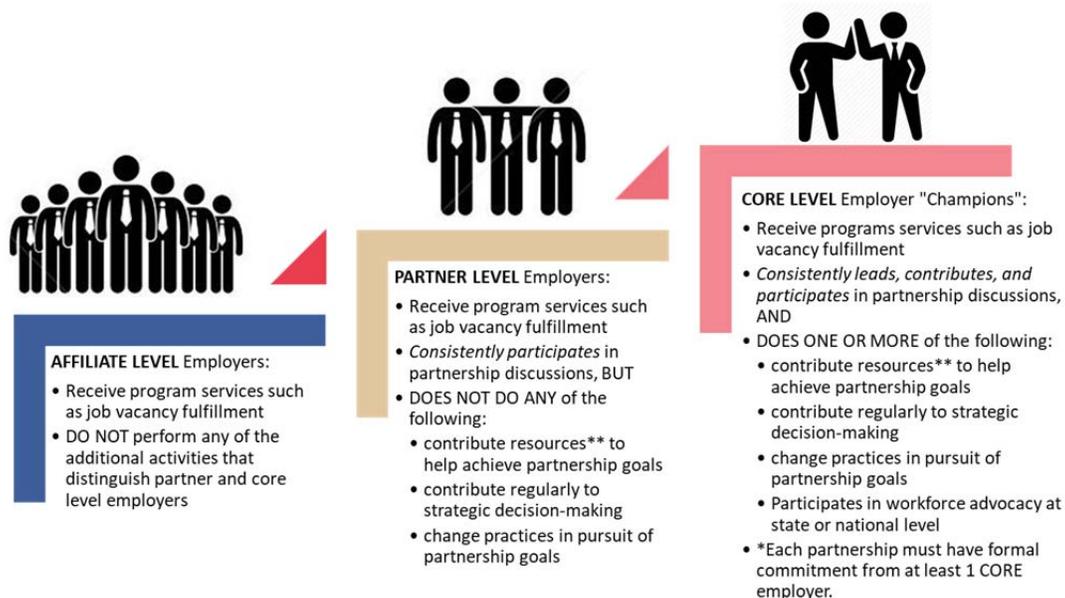


Figure 1. Levels of Employer Engagement

Outcomes. The intent is to provide short term interventions which result in measurable outcomes that directly benefit both the employee and employer. Outcomes that are achieved within the program, as measured in new credentials, increased wages or benefits, advancement within the employer’s career ladders, or hiring into a new position, ideally should accrue to the individual within 12 months or less of program initiation.

The proposed activities should clearly lead to outcomes for low-income and low-skill participants. Examples include:

- Job seekers are connected to good jobs with benefits and future advancement potential
- Entry-level incumbent or new workers will enroll in sector-related transferable degree and license/certificate programs or other credential designed to enhance their skills and lead to career advancement along employer-defined career ladders or lattices
- A high percentage of enrolled participants will complete the degree or credentialing programs

- Retention of employees that participate in this program will increase resulting in a quantifiable cost-saving to the employer
- Employers will assist participants with accessible coaches and support for developing career plans for advancement
- Employers will commit to hiring or providing promotion or wage increases for program completers.

The proposal should describe expected outcomes in the narrative and project measurable outcome goals in the corresponding Addendum.

Data Collection and Evaluation Requirements

Atlanta CareerRise will provide templates for data collection on demographics and outcome measures through use of an online software tool (CTK Apricot) configured by Atlanta CareerRise for the partnership, with training and support on its use provided by Atlanta CareerRise. **Partnerships are responsible for the collection and entering of participant-level demographic and outcome data into the software at participant enrollment, training completion, six months and 12 months after completion.** This (staffing and budget) should reflect adequate time for a staff member to track, enter and report the necessary data.

Quarterly, the Partnership will report the following to Atlanta CareerRise by 15 days after the quarter ends:

- Brief progress highlights for the quarter;
- Participants served, training enrollment, placement and credential attainment for the quarter and cumulative totals;
- New funding investments secured; and
- A client anecdotal success story.

The lead organization should affirm its ability and intent to comply with Atlanta CareerRise evaluation requirements in its commitment letter. A copy of enrollment and retention data forms are available upon request from ncarter@unitedwayatlanta.org.

Learning Exchanges and Capacity Building

The Collaborative will also bring together awardee teams periodically for Peer Learning Exchanges. Awardees are expected to actively seek capacity building opportunities and help define and participate in these exchanges. These exchanges will be guided largely by the participants in CareerRise funded programs and WorkSource Metro Atlanta Industry Partnerships. These exchanges will provide peer support and may bring in outside expertise to share best practices.

Funding Available

Atlanta CareerRise is allocating a funding pool of approximately \$400,000 to its 2019 investments. Individual proposals are expected to not exceed \$75,000 in requested funds for an approximately one-year project, but proposals requesting less or more may be considered depending on the scope, scale, leverage and partners in the project. Awards will be made for one year, with a potential second-year renewal subject to review of progress, outcomes and performance and funding availability.

The funding contract period may begin as early as May 1, 2019 but should begin no later than July 1, 2019.

Who is Eligible?

Employers, for-profit and nonprofit organizations and 501(c)(3) organizations with extensive sector

knowledge and management capacity may lead an industry partnership and apply for this funding, including but not limited to employers, institutions of higher education, technical or community colleges, industry associations, local workforce development agencies, and community-based organizations. The partnership must designate a partner responsible for coordinating all aspects of the workforce partnership, collecting outcome data, reporting, and fiscal management.

For Regional Sectors Innovation Funding only, please note: the lead organization should be a partner in [WorkSource Metro Atlanta Industry Partnerships](#), and the project should involve at least one of the region's five Workforce Development Boards.

The partnership must be located in or primarily serving individuals in one or more of the following Greater Atlanta counties: Butts, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, Paulding, and Rockdale.

Questions and Concerns

Please email Atlanta CareerRise if there are any questions regarding the proposal guidelines and your project's alignment to them. CareerRise staff are available to discuss your project and address your concerns to support your completion of this request for proposals.

Proposal Process and Content

Step 1. Informational Conference (Optional) Thursday, February 28, 2019 from 1:30-3:00 pm at United Way of Greater Atlanta, 40 Courtland St. NE, Suite 300, Atlanta, GA 30303. A call-in option will be available at 1-877-625-8448 passcode 194 135 2896#. Q&A will be documented and posted on the CareerRise website.

Step 2. Proposal due by 5pm on Monday, April 8, 2019

Proposals should be prepared in 12-point font with 1-inch margins and should be double spaced. There is a page limit of 10 pages on the narrative (corresponding to section 3 below). Attachments, cover sheet, budget and budget narrative, and executive summary do not count toward the page limit.

Proposals are **due by 5pm EDT** via email and should be submitted as no more than two PDF or Word files named in the following way as "Lead Organization Name Proposal " and "Lead Organization Name Attachments" (e.g. CareerRise Proposal.doc and CareerRise Attachments.pdf) to ncarter@unitedwayatlanta.org . **Electronic files in an email should total less than 8MB in size or the email server may reject them; if larger, please call 404-527-3501 to arrange for transmittal.** Receipt will be acknowledged via reply email. If you do not receive a reply, please contact CareerRise. In the event of transmission delays due to technology or email issues, Atlanta CareerRise reserves the right to accept proposals delayed by such issues.

Proposal Outline

- 1. Addendum A. Cover Page** – does not count toward page limit. Clearly identify which program you are applying to, and Innovation Targets if applicable.

2. Executive Summary – Limit one page; does not count toward page limit

Summarize the proposed project, including industry and employer needs, barriers to advancement, program services, status and results/achievements to date, goals for the project period, and partners and their roles in the project.

3. Proposal Narrative – Narrative sections A through D should not exceed 10 pages double spaced and should be organized and labelled in the following order. Note table, timelines, etc. may be single spaced.

A. Problem Being Addressed

- Clearly describe the industry, specific employer needs, and ‘pain’ experienced by the employer, and how you came to determine this problem. This should clearly establish the **demand** for the occupations and skills that drive the formation of the industry partnership.
- Describe the jobs or occupations that are targeted and include a career pathway chart showing targeted occupations with average wages and advanced occupations in the pathway with average wages and credential/education requirements. (For examples and tools illustrating career pathways, see [Adult Career Pathways Toolkit](#) reference.)
- Specifically describe the barriers that exist for hiring or advancement of low-skill individuals into these positions. Why are traditional training/hiring/education programs not meeting the needs of both employers and low-skill individuals?
- Articulate systems change goals for the project – in addition to positive employment outcomes and wage gains for individuals, what changes and improvements in the way employers, educators, or workforce providers perform their work are expected that will better serve lower skilled jobseekers or incumbent employees?

B. Description of Partnership and Activities to Date

- Describe the nature and formation of the industry partnership, including a table listing each partner, contacts and their role. Identify the lead agency and fiscal agent (if different), and the capabilities of each of the partners. Include the current employer partners and their proposed roles and their commitments to the project, including value of any cash or in-kind contributions, and any commitments to hiring/advancing program completers. Specifically identify the contacts/champions at the employer partners and their involvement in developing this proposal.
- Describe how the partnership functions or will function together to achieve its goals, including meetings and decision-making. How will multiple partners serving clients harmonize their processes?
- Describe any results, outcomes or other achievements to date, including outcomes achieved to date by the partnership, including training and employment outcomes, increased capacity, or changes in the system or practices among partners. What are the key lessons for success or failure learned from any pilot work?

C. Project Plan

- Identify any applicable Innovation Targets you are addressing (optional)
- List the goals for the next two years. Describe what strategies you will take to achieve these goals, and how these strategies will help you expand, scale or replicate your successes. Under each strategy, describe specific activities, key milestones and tasks for the first year, and who is responsible for implementation. (This may be most effectively presented as a table in the proposal).

- Describe your targeted population and your recruitment strategy for eligible participants, and proposed eligibility criteria, including income, methods of assessing eligibility and selection.
- Describe plans for supporting participants through the training period and into the first 6 months of employment. CareerRise strongly suggests consideration of an employment emergency fund to assist clients in early employment to improve retention.
- Describe what steps you will take to achieve systems change goals in this project.

D. Projected Outcomes and Results

- Describe your outcome goals for job seekers and/or incumbent employees. (Numeric goals will be given in Addendum C. Program Outcomes.)
- Describe other specific and measurable objectives for the partnership in each year of requested funding, such as increased capacity, systems change and practices. How will improved practices be disseminated, adopted, and/or sustained on a broader scale?

4. Addendum B. Budget Form and Budget Narrative – Does not count toward page limit

Funds requested from Atlanta CareerRise should be used for filling funding gaps not covered by other funding sources, and/or providing project coordination, additional services or supports that directly benefit low-income and low-skilled individuals in keeping with the philanthropic nature of the funding.

For Regional Sectors Innovation Funding: It is not envisioned that CareerRise funds will be sufficient to complete all the objectives of the partnership. Matching or cost-sharing funds are defined as funds co-invested to complete the proposed project activities and may include cash or in-kind services and supplies used to support specific activities or services that are part of the partnership work. For example, employer partner(s) may co-invest in the project by funding some specific project expenses, such as paid employee training time, career coaches, facilities, training materials, etc. A Workforce Development Board may align training funds to pay for assessment, training and work supports for WIOA-Eligible participants. A description of the co-invested/matching funding source(s) and use(s) should be contained in the budget narrative and should include the specific source and a description of how the value was calculated. Such match must be directly related to the proposed project work plan and should be documented as a specific commitment by a letter from the source.

Purchase of equipment, general supplies and computers, or general operating costs such as rent, phone, etc. are not likely to be suitable uses of Atlanta CareerRise funds. If unsure, contact CareerRise for guidance. Administrative costs are limited to 10% of the requested funds.

5. Addendum C. Proposed Outcomes - Does not count toward page limit

6. Attachments – As needed. Do not count toward page limits

A. Partner Documentation and Commitments

Proposers are required to attach letters of commitment from proposed stakeholders affirming the specific role and/or contributions to the partnership cited in section 3.B. Nonspecific general letters of support should not be included.

Project lead agencies should also explicitly affirm their commitment to participate in data collection, evaluation requirements and Learning Exchanges.

B. Supporting Information. Please attach any documents or information you feel is critical to the understanding and review of the proposed work. Information should be referenced in the application and should not include general organizational information unless specific to the proposed work.

Review Process and Timeline

Proposals will be reviewed by the Atlanta CareerRise Leadership Council and staff and a meeting or presentation to clarify any outstanding questions may be requested. Decisions will be made by approximately April 25, 2019 and announced as soon as practical.

Review Criteria

Proposals will be evaluated using the following scoring rubric:

Section	MAXIMUM POINTS
Analysis of Problem to Be Addressed <ul style="list-style-type: none"> • Clear description of the problem to be addressed and evidence of employer verification • Career pathway documentation • Analysis of barriers and unmet needs • Clear systems change goals for the project 	20
Partnership and Activities to Date <ul style="list-style-type: none"> • Appropriate breadth, roles and commitments of partners • Partnership management and harmonization plan 	10
Addresses Innovation Target	10
Project Plan <ul style="list-style-type: none"> • Preliminary results • Clear goals, strategies and action with appropriate timetable and accountabilities • Strategy contains innovative aspects and a plan to improve outcomes based on REI. • Appropriate recruitment and assessment plan • Clear Work supports, coaching and retention engagement • Viable systems change objectives and plan 	25
Projected Outcomes and Results <ul style="list-style-type: none"> • Appropriate quantitative goals for participants • Specific and measurable objectives for the partnership 	10
Budget, Leverage and Budget Justification	10
Documentation and Extent of Employer and Partner Commitments	15
TOTAL	100 POINTS

Priority will be given to strong employer-driven plans that:

- Demonstrate the engagement of multiple businesses and employers within the sector and/or a strategic partner with deep knowledge and experience in the targeted industry
- Promote clearly defined opportunities, pathways and skill requirements for career training and advancement
- Identify and address clearly articulated priorities, barriers, and challenges facing placement, advancement and retention of entry-level workers in the current system
- Promote expanded regional cooperation among key stakeholders
- Provide employees with flexible time to attend training
- Provide on-site training accommodations to facilitate delivery of training.

Forms for Submission

Addendum A. Cover Page

Addendum B. Budget and Budget Narrative

Addendum C. Projected Outcomes

ADDENDUM A. PROPOSAL COVER PAGE

Applicant Name:		
Address:		
Executive Director / CEO:		
Signature:		
Project Manager:		
Project Manager Title:		
E-mail:		
Telephone:		Web site:
Counties where project activity occurs:		
Project Title:		
<p>1. Application for (check one):</p> <p><input type="checkbox"/> Regional Innovation Funding</p> <p><input type="checkbox"/> Localized Industry Partnership Funding</p> <p>2. This proposal includes strategies aimed at the following Innovation Targets (if applicable):</p> <p><input type="checkbox"/> Adapting Training for Working Adults</p> <p><input type="checkbox"/> Innovative Advancement Strategies after Training</p> <p><input type="checkbox"/> Building Better Jobs</p> <p><input type="checkbox"/> Strategies to Improve Outcomes based on Race, Equity and Inclusion</p> <p><input type="checkbox"/> Innovative Use of Technology</p>		
Budget		
a) Year 1 Atlanta CareerRise Funds Requested:		\$
b) Year 1 Co-Invested Funds:		\$
c) Year 1 Total Project Budget: (Atlanta CareerRise plus co-investment)		\$

Type of Participants Served (check all that apply):		Projected Numbers of Participants:		
<input type="checkbox"/>	Incumbent Workers	Year 1:	Year 2 if applicable:	Total:
<input type="checkbox"/>	Unemployed/Underemployed	Year 1:	Year 2 if applicable:	Total:

Participating Organizations in the Industry Partnership (please list contact information for each organization or employer participating in the project). Add cells if needed

1. Organization Name:

Address:

Contact Name:

Title:

Email:

Phone:

2. Organization Name:

Address:

Contact Name:

Title:

Email:

Phone:

3. Organization Name:

Address:

Contact Name:

Title:

Email:

Phone:

ADDENDUM B. Budget and Justification

	Year 1		Total
	Atlanta CareerRise Funds	Co-Investment	
PARTNERSHIP MANAGEMENT:			
Staff Salaries			
Staff Fringe			
Travel (only if required for project)			
Other (Please list)			
<i>Sub-Total Partnership Management</i>			
RECRUITMENT AND TRAINING:			
Training and Coaching Staff Salaries			
Training and Coaching Staff Fringe			
Travel (only if required for training services)			
Participant Assessment Costs			
Participant Supplies and Training Materials (List individual items)			
Participant Support Services (list)			
Certifications and Licenses			
Contractual (outsourced)			
Other (Provide Detail):			
<i>Sub-Total Recruitment and Training Costs</i>			
OTHER:			
<i>Sub-Total Other Costs</i>			
Total Budget			

Budget Justification and Matching Funds (attach sheet addressing questions below)

Justification

1. Briefly describe the rationale behind the projected expenses in the budget categories in sufficient detail for reviewers to understand how the expenditures contribute to the overall program.

2. Co-Investment Commitments (if applicable). List the source and value of matching commitments in the program by partners. These should be verified in the attachments as support letters from partners, indicating value of commitment. Co-investment can be direct support and donated and in-kind support contributed by partners to the proposed program. These funds must directly support the proposed activities – e.g. wages of participants paid by employer during training; classroom or training space; salary support for coaches, etc. Employers are expected to share in the costs of incumbent worker services and training.

ADDENDUM C. Proposed Program Metrics and Outcomes

Project Name:		
Job Seekers	Participant Data	
	One Year Goal	Year Two (if applicable)*
1. Number of job seekers served		
2. Total enrolled in training/education		
3. Total completing training/education		
4. Number of education or industry credentials received		
5. Total job placements		
6. Number of placements below wages \$9.99		
7. Number of placements wage \$10-\$12.49		
8. Number of placements wage \$12.50 - \$14.99		
9. Number of placements wage \$15-\$19.99		
10. Number of placements wage \$20 or more		
11. % Achieving six-month job retention		
Incumbent Workers	Participant Data	
	One Year Goal	Year Two (if applicable)*
1. Total incumbent workers served		
2. Total enrolled in training/education		
3. Total completing training/education		
4. Participants receiving wage increase		
5. Participants receiving promotion		
6. Number of education/skills credentials earned		

*Although projects are expected to be about one year, some training and outcomes may extend past 12 months, so if this occurs in your plan, please project these outcomes in Year Two column.