

# SIW Executive Committee Meeting

## Agenda

**Date:** June 28, 2023  
**Location:** 2125 State Street New Albany, IN 47150  
**Time:** 8:30-10:00am

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<b>I. Welcome and Introduction</b>	Shane Stuber, SIW Chair	5 mins
<ul style="list-style-type: none"><li>• Call to Order</li><li>• Roll Call</li></ul>	Serena Davis, SIW	
<b>II. New Business</b>	Shane Stuber, SIW Chair	10 mins
<ul style="list-style-type: none"><li>• Minutes – 4.25.23 Meeting</li><li>• April Financials</li><li>• SIW Bonus Policy</li><li>• Preliminary Budget PY23</li><li>• OSO Contract Recommendation</li></ul>	Tony Waterson, SIW Shilese Stover, SIW Tony Waterson, SIW Shane Stuber, SIW Chair	Action Action Action Action
<b>III. Discussion and Information</b>		50 mins
<ul style="list-style-type: none"><li>• New Funding/Resources<ul style="list-style-type: none"><li>○ NFWS – HSD</li><li>○ JFF</li><li>○ CSCLM – OSO</li><li>○ CenterPoint – Code Lou</li><li>○ Others/Pending</li></ul></li><li>• SummerWorks</li><li>• Career and Employer Services Metrics</li><li>• PY23 Plans and Discussion</li></ul>	Tony Waterson, SIW & Brittany Dougherty, SIW	
<b>IV. Other Business</b>	Shane Stuber, SIW Chair	5 mins
<b>V. Adjourn</b>	Shane Stuber, SIW Chair	

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**Southern Indiana Works  
Executive Committee Meeting Minutes**

**April 25, 2023**

**2125 State St., Suite 16, SIW Conference Rm., New Albany, IN 47150**

**Or Via Zoom:**

**<https://us02web.zoom.us/j/88389109695?pwd=NUkxMm9ndzIBSHV4cUVzWIFLVFpHQT09>**

**In Person Attendance:** Shane Stuber, Craig White, Brian Churchill, Brian Keith, Ryan Pavlina

**Zoom Attendance:** Wendy Dant Chesser

**Others in attendance:** Tony Waterson, ShiLese Stover, Carla Crowe, Brittany Dougherty, Serena Davis

**Welcome and Introductions:** Shane Stuber, Chair, called the meeting to order and opened the floor for any to declare a conflict of interest. There was none.

**New Business:**

**March 2023 Financials:** Carla Crowe presented. An additional ADA grant in the amount of \$307,500 brings our total available to \$6.7 million for this program year. The planned budget is \$6 million, with \$162,000 carry-in for WIOA. With various grants that do not expire at the end of the fiscal year, we have \$626,000 to take us into the coming year. For the Actual Compared to Budget report, the board is at 65%, our service provider is at 43%. Other planned expenses, such as OSO and Next Level Jobs, are at 45%. Motion to approve March financials as presented by Craig White. Second by Brian Keith. Motion carried.

**Hospitality and Tourism:** Brittany Dougherty presented. We would like to include Hospitality and Tourism as a priority sector to support employment in this field. Although many of these positions are entry level, low pay positions, they build employment soft skills and life skills which are essential for the economy. There are over \$11,000 jobs available in the region. Most of the top ten skills are related to hospitality and tourism and many of the workers in this field are younger individuals, as well as from the disabled population. With the approval of the Executive Committee, we would like to take this to vote at the next Board meeting. From there the proposal would go out for public comment for 30 days, and then be submitted to the state board for approval. Motion for adding hospitality and tourism to the priority sector made by Brian Keith. Second by Brian Churchill. Motion carried.

**Discussion and Information**

- **SIW State of the Workforce Summit Review:** ShiLese Stover presented. Our first Summit was a success. All 150 tickets were sold, with approximately 125 of those attending. The expenses were \$15,500 and profit was \$3,058. This will be an annual event, with new topics discussed each year. Everyone was extremely satisfied with the venue, technology, and guest speakers, and we're making plans to host the event at Caesar's again next year.

- **Golf Scramble:** ShiLese Stover presented. September 25 is when we plan to have our 2<sup>nd</sup> annual Golf Scramble. It will be located at Covered Bridge again, this year at 9:00am, and we definitely encourage Board participation.
- **Grant Application Updates:** Tony Waterson presented. There are several grants that we've applied for this year, the Youth Build Grant at a million dollars being our primary focus. We've also applied to the Floyd County Legacy Foundation for \$25,000 to cover our media software package for the Windows and Excel programs. This would allow us to offer training for individuals who may not qualify for WIOA. CenterPoint Energy Foundation gave us \$30,000 a couple of years ago and specifically asked us to reapply. We are hoping to fund the Code Louisville program with this grant, asking for \$50,000 this year. We have requested \$50,000 from the Floyd County Opioid Settlement Grant. FSSA released a grant proposal to assist behavioral/drug related issues in the workforce. Other grants we are requesting funds from are the Innovation Grant, SamTec Cares, CFSI Capacity Grant, the Career Source CLM grant, and National Foundation for Workforce Solutions.
- **STARS:** Tony Waterson presented. We are launching our STARS initiative; Strategic Talent Attraction Retention Series, which is a set of three workshops in six counties to support SolnAccess—the website launched for our State of the Workforce Summit, educating employers on the benefits of hiring disabled, justice involved, and new to the country individuals. The three topics for these workshops will be: 1) Work-based learning, (2) SolnAccess Populations, and (3) Legal aspects of hiring from the above-mentioned populations.
- **Board Vacancies:** Tony Waterson presented. Todd Garrison has resigned, which frees up a board member/Executive Committee Member/Treasurer position. There are also several other positions open, of which we have three individuals ready to join the board and fill some of those vacancies. Thanks to Ryan Pavlina, who has volunteered to be our new Treasurer.
- **SIW/1SI/SolN Tourism—Partnership:** Tony Waterson presented. Look at how each organization can collaborate to create a unified system or approach. We found the overlaps with the groups: communications, media relations, talent attraction, and others. We're excited to have a follow-up meeting soon to discuss how we can build these relationships.
- **SummerWorks Update—**Brittany Dougherty presented. The SummerWorks Program launches tomorrow with a kick-off event. It's a program for ages 16-21 that will offer 30 individuals a work experience with several companies in the region. This program will help them learn life/career skills while being paid \$15/hour, 20 hours weekly, for six weeks. Developing resumes, practicing interviews, learning conflict resolution and team building are some of the skills they will develop.

**Other Business:** None noted.

Motion to adjourn made by Brian Keith. Second by Ryan Pavlina. Motion carried. Meeting adjourned.

Respectfully Submitted,  
*Serena Davis*  
 Administrative Assistant

A	B	C	D	E
1	<b>SOUTHERN INDIANA WORKS</b>			
2	<b>Grant Schedule/Budget</b>			
3	<b>July 2022 through June 2023</b>			
4				
5				
7		<b>Approved</b>	<b>Adjustment</b>	<b>Recommended</b>
8	<b>Funding</b>			
9	<b>DWD</b>			
10	WIOA Adult	594,985	-	594,985
11	WIOA Dislocated Worker	899,493	-	899,493
12	WIOA Youth	362,705	-	362,705
13	WIOA Admin	157,732	-	157,732
14	Business Consultant	120,000	-	120,000
15	JAG	388,649	-	388,649
16	Pre-ETS	31,906	-	31,906
17	Strada	90,000	-	90,000
18	RESEA	483,897	-	483,897
19	Community Impact Grant	287,221	-	287,221
20	ABA2210	307,500	-	307,500
21	Employment Recovery Grant	463,131	-	463,131
22	Registered Apprenticeship	97,363	-	97,363
23	Next Level Jobs Employer Training	968,127	-	968,127
24	WIOA Performance	596,412	-	596,412
25	Workforce Ready Grant	344,931	-	344,931
26	Infrastructure Agreement	141,180	-	141,180
27	<b>Other</b>			
28	UW Literacy Carry-Over	63,244	-	63,244
29	Harrison County Hands Up Carry-Over	2,766	-	2,766
30	Washington County Hands Up Carry-Over	2,230	-	2,230
31	Clark/Floyd CFSI Hands Up	5,123	-	5,123
32	AT&T Aspire Grant	1,755	-	1,755
33	Scott County EDC	6,256	-	6,256
34	CenterPoint Energy Foundation/Duke	21,730	-	21,730
35	Rural Healthcare Grant	216,223	-	216,223
36	Duke Energy	46,074	-	46,074
37	Community Foundation of Southern Indiana	5,000	-	5,000
38	Public Library Foundation	2,700	-	2,700
39	Unrestricted	40,833	5,000	45,833
40	<b>Total Funds</b>	<b>6,749,166</b>	<b>5,000</b>	<b>6,754,166</b>
41				
42	<b>Expenses and Planned Carry-Over</b>			
43	WDB Staff and Other Board Costs	1,018,888	-	1,018,888
44	Service Provider - Eckerd	3,523,390	-	3,523,390
45	One-Stop Operator - JobWorks	79,057	-	79,057
46	Fiscal Agent - Crowe LLP	110,400	-	110,400
47	Continuous Improvement	37,000	-	37,000
48	Direct Client Services - Next Level Jobs	884,908	-	884,908
49	Appenticeships	94,486	-	94,486
50	WorkOne Costs	346,000	-	346,000
51	Total Costs	6,094,129	-	6,094,129
52	<sup>1</sup> Planned Carry-Out or Unobligated	655,037	5,000	660,037
53				
54	<b>Total Expenses and Planned Carry-Over</b>	<b>6,749,166</b>	<b>5,000</b>	<b>6,754,166</b>
55				
56	Balance	-	0	-
57				
58	<sup>1</sup> Planned Carry-Out or Unobligated Detail:			
59	WIOA Carry-over	152,558	-	152,558
60	Unobligated	158,301	349,178	507,479
61	United Way Literacy	-	-	-
62		310,859	349,178	660,037
63				

	C	D	E	F	G	H	I	J
1	<b>SOUTHERN INDIANA WORKS</b>							
2	<b>Revenue &amp; Expense to Total Budget</b>							
3	<b>Program Year 2022</b>							
4	<b>Period Ended May 31, 2023</b>							
5								
6								
7								
8		<b>Current</b>						
9		<b>Period</b>		<b>Year to date</b>		<b>Total</b>		
10	<b>Description</b>	<b>Actual</b>		<b>Actual</b>		<b>Annual</b>	<b>Total</b>	<b>Remaining</b>
11						<b>Budget</b>	<b>% used</b>	<b>Budget</b>
12	Grant income	378,003		3,391,590				
13	Contribution income	-						
14	Other income	400		44,723				
15								
16	<b>Total Revenue</b>	<b>378,403</b>		<b>3,436,313</b>				
17								
18	WDB Expenses	88,097		830,678		1,018,888	82%	188,210.27
19								
20	Service Provider - Eckerd							
21	WIOA Adult	42,420		244,588		483,406	51%	238,818.29
22	WIOA Dislocated Worker	30,801		341,972		419,656	81%	77,683.68
23	WIOA Youth	13,936		118,269		222,033	53%	103,763.96
24	WIOA Performance	-		253,927		297,500	85%	43,573.49
25	Community Impact	-		25,030		272,047	9%	247,017.21
26	JAG	32,452		262,819		326,340	81%	63,520.62
27	Pre-ETS	-		26,475		31,906	83%	5,431.00
28	Strada	13,219		15,958		90,000	18%	74,041.61
29	Employment Recovery	674		28,508		418,039	7%	389,530.70
30	Workforce Ready (WRG)	-		288,199		299,020	96%	10,821.00
31	RESEA	31,955		195,643		439,599	45%	243,956.34
32	Rural Healthcare H1-B	6,719		40,487		206,970	20%	166,483.02
33	AT&T Aspire	-		-		1,755	0%	1,755.00
34	Duke Energy Apprenticeship	-		5,000		5,000	100%	-
35	Hands Up	1,000		1,000		10,119	10%	9,119.00
36	Service Provider - Eckerd Total	173,176		1,847,875		3,523,390	52%	1,675,514.92
37								
38	One-Stop Operator - Jobworks	5,899		63,993		79,057	81%	15,063.51
39								
40	Fiscal Agent - Crowe	9,200		101,200		110,400	92%	9,200.00
41								
42	Continuous Improvement	3,038		29,362		37,000	79%	7,637.75
43								
44	Employer Training - Next Level Jobs	67,000		218,854		884,908	25%	666,054.00
45								
46	Apprenticeships	1,000		28,000		94,486	30%	66,486.00
47								
48	Work One	32,114		310,724		346,000	90%	35,276.04
49								
50								
51	<b>Total Regional Expenses</b>	<b>379,524</b>		<b>3,430,686</b>		<b>6,094,129</b>	<b>56%</b>	<b>2,663,442.49</b>
52								
53	<b>Total Under/(Over)</b>	<b>(1,121)</b>		<b>5,627</b>				
54								
55	<b>Notes:</b>							
56								
57	1) Benchmark % assumes equal spending throughout the year. Use as guide only.							
58	2) WDB budget includes management personnel costs, audit, liability insurance, meeting expense, and outreach.							
59	3) Work One budget includes Computer Services Contract and WDB portion of costs only.							
60								

<b>Southern Indiana Works Preliminary Budget PY23</b>	
Salaries/Benefits	751,292
Travel	18,050
Communications	4,500
Supplies/Postage/Equipment	15,275
Printer/Copier	3,500
Audit/Tax	14,000
Insurance	11,000
Other/Outreach	25,000
Payroll Expense	3,500
NAWB Conf./Other	6,000
Resource Development (contract)	6,000
Marketing Company (Website)	12,000
Technology Services Contract	17,000
<b>Total WDB Staff Budget</b>	<b>887,117</b>
<b>Other Costs</b>	
Fiscal Agent	110,400
WorkOne	346,000
Continuous Improvement	37,000
Next Level Jobs	783,368
Apprenticeships	78,925
Service Providers	1,359,768
One-Stop Operator	96,696
<b>Total Other Costs</b>	<b>2,812,157</b>
WIOA Carry-in	180,120
Apprenticeship Expansion	205,000
<b>Total Carry-in</b>	<b>385,120</b>
<b>Total Expenses and Carry-in</b>	<b>4,084,394</b>
<b>Funding Sources</b>	
WIOA Allocation	1,200,801
WIOA Carry-in	370,000
JAG	275,000
PRETS	50,000
Business Consultant	120,000
RESEA	292,963
Performance Support Grant	120,450
Infrastructure Agreement	135,688
Next Level Jobs	783,368
Apprenticeship Expansion	307,500
Rural Healthcare	175,000
Citrus Levy Marion WDB - OSO	75,000
Duke	47,500
Hands UP/AT&T	11,874
Other Unrestricted	119,250
<b>Total Funding</b>	<b>4,084,394</b>

Remaining

-



**TITLE:** Southern Indiana Works Bonus Policy

**ISSUE DATE:** July 1, 2023

**REVISED DATE:** July 1, 2023

## **Purpose**

To provide an explanation on how our organization distributes bonuses to employees. Southern Indiana Works (SIW) want to reward employees whenever possible, since we all contribute to our organization's success with our hard work. This policy clarifies how bonus amounts are rewarded and calculated.

Southern Indiana Works staff and all contractors must follow this policy.

## **Scope**

The SIW's Board of Directors (Board) believes that such compensation can be a highly effective form of compensation that can enhance the employer-employee "stakeholder" relationship. In addition, the Board hopes by providing incentive bonuses, this will motivate and increase the retention rate among its employees which, in turn, will enhance short and long-term performance.

## **Responsibilities/Policy Statement**

SIW's Leadership Team is responsible for providing guidance and periodic review of this policy. The compensation under this policy is considered "payment for achievement of corporate goals, strategies, and objectives by the employee" in that any payout under this Policy is subject to achievement of specific performance goals and/or going above and beyond normal performance expectations.

## **Eligibility**

- Be employed full-time for more than 90-days during the time of the payout of the bonus; and
- Be employed with the organization on the day when the bonus must be paid; and
- Have not announced they intend to resign either verbally or in writing; and

*It is the sole discretion of the President/CEO or Board Chair to approve or deny bonuses. The President and CEO or Board Chair will determine the availability of bonuses based on the financial position of the corporation. Exceptions to this policy can be made on a case-by-case basis at the discretion of the President/CEO*

## **Determination of the Amount of Bonus**

The amount of the bonus rewards employees for outstanding individual performance, as well as their contributions that help us achieve company goals. For this reason, SIW award bonuses in two forms:

- Spot Bonus
- Mission Achievement Bonus

### **Spot Bonus**

SIW may award spot bonuses to employees who show exemplary performance. SIW defines “exemplary performance” as:

- Exceeding goals, either financial or nonfinancial.
- Performing additional duties from what is expected.
- Serving as a good example of professional behavior to other employees (e.g., teamwork, ethics, leadership.)

When a member of management knows a team member deserves a bonus, they should send a written recommendation to the President/CEO or designee, explaining how their team member showed exemplary performance. Incentive bonuses are discretionary and may be awarded up to \$500.00.

### **Mission Achievement Bonus**

SIW’s policy gives the President/CEO or Board Chair the ability to decide on a mission achievement bonuses for all employees will pay out bonuses based on two types:

#### **Annual Bonus:**

- Employees who worked during the prior 12-month period may receive a year-end bonus payment of up to 5% of their annual salary.
- Employees who are employed for at least 90 days up to 11 months of the prior 12-month period may receive a year-end bonus payment. The bonus payment may be for a prorated amount of up to 5% of their annual salary.

#### **Benchmark Bonus:**

- Based on an employee agreement of set benchmarks (e.g., completion of milestones in a project; achieving agreed upon goals; etc.) The amount is predetermined and stated in the employee agreement.

## **Employment Agreement Compensation**

Regular, full-time employees who do not work a full 12-month period because they were out of work on an approved leave of absence will be paid a bonus on a pro-rata basis by calculating the bonus based on the percentage of actual percentage amount of eligible base income earned during the 12-month period. If the regular, full-time employee is paid for part of the leave through paid time off or other eligible accrued form of income, (not including short term disability or worker’s compensation payments), this income will not be included in the base salary calculation.

### **Additional Information**

Questions regarding the content of this publication should be directed to the Vice President of Operations Shilese Stover at (812) 941-6422 or [Shilese@soinworks.com](mailto:Shilese@soinworks.com)



# Human Centered Workforce Services (HCWS) Request for Proposals

<b>RFP Release</b>	<b>April 3<sup>rd</sup></b>
<b>Defining the Problem Workshop <i>(recommended)</i></b>	<b>April 14<sup>th</sup></b>
<b>RFP Office Hours</b>	<b>April 14<sup>th</sup></b>
<b>Proposals Due</b>	<b>April 28<sup>th</sup></b>
<b>Follow-Up Calls with Applicants <i>(if needed)</i></b>	<b>May 11<sup>th</sup></b>
<b>Award Decisions Made</b>	<b>Week of May 15<sup>th</sup></b>
<b>Estimated* Project Start Date Cohort 1</b>	<b>June 1<sup>st</sup></b>
<b>Estimated* Project Start Date Cohort 2</b>	<b>September 1<sup>st</sup></b>

\*Start dates for each collaborative will be determined in partnership with the collaborative and the National Fund. More details below.

## I. Overview

The National Fund for Workforce Solutions (National Fund), with support from The Harry and Jeanette Weinberg Foundation, will select up to five (5) regional workforce collaboratives to adopt a human-centered design (HCD) approach that benefits workforce program participants and advances equitable employment outcomes. Participating collaboratives will learn how to adopt and sustain an HCD approach for workforce services and/or training, and they will identify at least one program or practice improvement to prototype and test during the contract period. The National Fund will provide selected collaboratives with training, technical assistance, and a grant between \$150,000 to \$200,000 for approximately 12-15 months to advance their projects in their local community. (Note: Prior communications about this project had listed the possible award range as \$150,000 to \$300,000. This revised award range reflects the National Fund’s decision to centralize and directly contract for HCD expertise consulting and support rather than each collaborative hiring a local HCD consultant).

## II. Background

### *About the National Fund.*

The National Fund for Workforce Solutions is a recognized leader in establishing and scaling effective strategies that improve workforce and workplace outcomes. We believe that access to ideas, inspiration, and resources at a national level is key to sparking change and achieving positive results at a local level. Our dynamic national network is comprised of more than 30 regional workforce collaboratives that convene cross-sector stakeholders and align resources for greater impact. With our partners, we strive to eliminate structural inequities by working toward three big goals: all workers have the resources required to thrive, race does not dictate employment outcomes, and all jobs are good jobs. Our four solutions — activating employers to make jobs better, equipping workers for success, changing systems for improved outcomes, and co-investing for impact — are our roadmap to achieving the goals.

### *National Fund & HCD*

Human-centered design — sometimes used interchangeably with design thinking — provides an established, dynamic, and applied practice for centering the needs and experiences of workers and program participants in program design and implementation. The HCD approach requires a mindset that values empathy, avoids jumping to a particular solution, and embraces continuous learning. Multiple workforce practitioners across the country have started to adopt an HCD approach to create new solutions and rethink and redesign existing services. (For more information about human-centered design principles and workforce development, take a look at the slides from our [December 2022 Site Director call](#).)

Centering worker voice in the design of workforce programs and workplaces is an essential practice change for achieving all three of our long-term goals. From 2020–2022, we worked with five of our collaboratives to help employers use HCD to engage their employees to improve workplace practices. Through these efforts, we released a guide in early 2022, [Designing a Human-Centered Workplace](#), to help other employers and industry partnerships utilize this effective approach.

We believe that workforce services and human-centered designed training programs are more likely to offer equitable pathways to good jobs and careers, and therefore help to ensure that race does not dictate employment outcomes. Additionally, centering job seekers and workers has the potential to help local leaders recognize and respond to systems that keep workers from the resources required to thrive in their careers. While we recognize that HCD can be used to make meaningful improvements to discrete programs or services, we seek to partner with collaboratives that are committed and able to adopt HCD to create more equitable local workforce *ecosystems*.

## III. Key Objectives

Participating collaboratives will work to achieve the following objectives:

- Expand capacity of your organization to identify and address racial inequities in program and employment outcomes among your service population.

- Expand capacity of your organization to use a human-centered design approach to support ongoing improvements to your organization's programs and service delivery.
- Redesign, improve, and document at least one program component, policy, or practice that directly benefits participants. While each collaborative will draw on the needs and preferences of jobseekers and participants they serve to identify the problem(s) to be tackled, examples of possible program components/service areas that may be improved through an HCD approach are:
  - Intake and assessment processes.
  - Career exploration and career coaching services.
  - Bridge training programs.
  - Other skill-building programs.
  - Mitigation of the social determinants of work (e.g., lack of access to affordable transportation, childcare, housing, and other essentials needed to achieve career goals) through provision of supportive services and/or strategic partnerships with social/human service agencies.

The National Fund's overarching objectives for the Human Centered Workforce Services project include:

- Transforming local workforce systems to be more human-centered and equity-focused.
- Building the capacity of our regional workforce collaboratives to adopt and implement human-centered design approaches long-term.
- Honing and refining the National Fund's approach to HCD that integrates our existing frameworks related to advancing racial equity, systems thinking, and trauma informed approaches.
- Building the National Fund's expertise and capacity to lead and support HCD processes with our local partners.
- Identifying and sharing key learning with the field about how HCD approaches can advance more equitable workforce services.

#### IV. More about the Human Centered Workforce Services Project

The National Fund has engaged an HCD consultant team (Consultant) with expertise and experience in HCD, workforce development systems, racial equity and inclusion, project management, graphic design, and more. The Consultant and the National Fund will support collaboratives through the three main periods of the project. Collaboratives will submit one application for all three periods.

- **Planning Period.** Participating collaboratives will engage in 1-3 months of foundational training, planning, and preparation required to begin the local HCD experiences. For example, some collaboratives may use this period to identify or onboard a local coach and/or local design team members. Collaboratives will move from planning to the local HCD experiences when and if there is mutual agreement by the collaborative, the Consultant, and the National Fund that the collaborative is ready.

- **Local HCD Experiences.** The Consultant will facilitate an 8–10-month local HCD experience that supports local design teams through the HCD process (Discover, Define, Design, and Deliver phases). Through the local HCD experiences, collaboratives will identify, implement, and document at least one program component, policy, or practice improvement they believe will benefit participants and result in more equitable outcomes. Local design teams will also work with the National Fund and Consultant to learn how to incorporate HCD into their ongoing program design and refinement practices and organizational culture.
- **Capstone and Virtual Symposium.** The final 2–3-month period of the grant will be focused on disseminating learnings from the project to the field. The National Fund will host a virtual symposium that will serve as the capstone of the project. The virtual symposium will highlight the key learnings and successes across all the local HCD experiences. The Consultant will support the local design teams to develop content for the symposium. The National Fund will lead communications and marketing for the event. The symposium may also help collaboratives raise awareness and support for HCD approaches in their local workforce ecosystems.

## V. Program Timeline

*Cohort Model.* We anticipate launching the local HCD experiences in two cohorts of 1-3 collaboratives each.

- Cohort 1 will begin the Planning Period in June.
- Cohort 2 will begin the Planning Period anytime between July and September, depending on the scope of the project, readiness of the collaborative, and anticipated time needed for planning.
- The National Fund will determine cohort placement and planning period start date in partnership with the collaboratives and Consultant. We are staggering implementation to ensure we have capacity to provide ample support and because we anticipate some selected collaboratives will benefit from starting later in 2023 and/or need additional time for planning.

The precise timeline for each local project will depend on the collaborative’s project and circumstances, but each collaborative will participate in a planning period, local HCD Experience, and the capstone/symposium (assuming readiness is determined to advance from planning period).

<b>Planning</b> 1-3 mo.	<b>Local HCD Experience</b> 8-10 mo.	<b>Capstone and Symposium</b> 2-3 mo.
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## VI. Learning and Evaluation

Continuous and iterative learning, or “learning by doing,” is a key principle of HCD. During the local HCD experiences, the Consultant will support collaboratives in identifying and tracking indicators of success for their prototypes and program improvements. Collaboratives will report what they learn through the iterative process of testing their prototypes. In addition to data related to their program improvements, the

National Fund may collect data and insights related to learning, benefits, and challenges of the collaboratives' experience adopting an HCD approach through this project. While we do not plan to conduct an independent evaluation of this project, the National Fund's evaluation and learning team will engage at regular intervals to ensure project findings and observations contribute to our overarching learning agenda.

The Harry and Jeannette Weinberg Foundation regularly collects participant level data from grantees. The National Fund is accountable to submit a [funnel analysis report](#) throughout and after the project. Local design teams will identify the target service population and report basic program enrollment, completion, job placement, and job retention data via a funnel analysis report. If needed or helpful, the National Fund will provide consultation and support around identifying the appropriate target population for the funnel analysis. This tracking will continue for 12 months beyond the grant period to gain insights on longer term impact. The National Fund recognizes that this type of report is limited in its ability to capture the outcomes of HCD program changes, and we will develop a supplemental program reporting template that is more qualitative and better aligned with the project scope.

## VII. Requirements for Systems Influence & Sustainability

Selected regional workforce collaboratives will be responsible for adopting an HCD approach locally and will commit to promoting, facilitating and/or using HCD to continuously improve and deliver workforce programs beyond the project period. The National Fund recognizes that the regional workforce collaboratives in its network differ significantly in their structure and local roles. Some collaboratives fund industry partnerships, workforce programs and other interventions, some perform this work directly, and some both fund/contract with other partners and provide programs directly. Various collaborative types may be well-suited to partner with the National Fund for its HCWS project.

In order to maximize the impact of this project, we will prioritize selecting collaboratives that demonstrate their ability to influence the local workforce ecosystem to adopt HCD. The collaborative must either be directly responsible for designing and/or delivering workforce services, or they must have established, sustainable formal partnerships with local stakeholders who do this work.

We envision the following scenarios being a potential fit for this project, and we are also open to additional ideas:

- The collaborative is housed within a **workforce development board** that oversees and establishes standards for services and training. They directly provide programs or contract with other entities to do so. Their role as contractor allows them to ensure HCD is used in program implementation.
- The collaborative is housed within a **United Way, community foundation or other type of organization** that funds or partners with workforce development organizations in the community that reach a significant number of workers and/or play an important role in providing critical workforce opportunities. (*Example - they are a primary workforce program provider for a key industry or target*)

*population*). The collaborative has a relationship with the organization(s) that enables them to promote and sustain HCD across programs, such as:

- They fund organizations and have the ability to partner directly with their grantees to implement and sustain the HCD approach. Their relationship is documented in a grant agreement or memorandum of understanding. The collaborative is able to demonstrate their ability to hold their partner(s) accountable for adopting and sustaining an HCD approach.

OR

- They formally collaborate with organizations that deliver workforce services. They may not fund these organizations, but they collaborate closely on a shared vision or goals for their local workforce ecosystem. This partnership and collaboration is documented in a memorandum of understanding or similar written agreement. The collaborative is able to demonstrate their ability to hold their partner(s) accountable for adopting and sustaining an HCD approach.

We aim to have a workforce ecosystems level impact through this HCWS project. While the project may begin with changes at the program level, we are seeking to partner with collaboratives that can assure the HCD approach is adopted long-term across multiple programs, service locations, etc. In all scenarios, the collaborative should identify a **lead organization** that is committed to working closely with the National Fund and its Consultant to learn and implement HCD principles. The lead organization can either be the National Fund collaborative or a core partner of the National Fund collaborative as described above. Collaboratives may propose to focus their HCWS project on improving a component(s) of the local workforce ecosystem that involves multiple partner organizations. In this case, collaboratives will designate **one** lead organization.

If the National Fund collaborative designates a separate lead organization, they will still need to participate in grantee meetings and individual sessions with the National Fund, alongside the lead organization. The National Fund plans to contract directly with the collaborative and will also require a formal executed agreement between the collaborative and the lead organization or the HCWS project, as a condition for proceeding from the planning phase to the local HCD experience.

## VIII. Local HCWS Design team and Coach

Collaboratives will assemble a **local design team** that consists of 4-6 stakeholders from various levels and roles among the lead and partner organizations. A key tenet of HCD is “radical inclusivity,” which means trying to include as many different perspectives as possible in the design process. Depending on the problem your project aims to address, the following are examples of perspectives you may want to include on the design team: program participant or former program participant, frontline staff (intake worker, security guard), program staff (job coach, training provider), employer, parent, community leader. A diverse design team will also help ensure that HCD principles are being integrated throughout the organization(s). Local design team members will receive training in HCD principles and tools and will participate in the local HCD experience.

Collaboratives will designate a **local coach** who will manage and drive HCD efforts locally. Local coaches do not need to have HCD expertise and will receive coaching and training from the Consultant. Local coaches should plan to dedicate approximately .5-.75 FTE, to supporting this project. Local coach responsibilities are likely to include: project management, coordinating and convening local design team members, identifying potential sticking points, developing a plan to sustain HCD long-term, and participating in coaching sessions with the Consultant. Coaches may be existing staff members, hired, or contracted to support the project. It is important that this person is **not** the same person who is leading the program that your HCD project aims to design or improve. In addition, it is important that the coach is not a senior leader in the organization in order to allow the open and honest dialogue that is necessary for the design process. Collaboratives must have a clear plan for onboarding a local coach by the end of their proposed planning period.

In order to advance a successful HCWS project, collaboratives/lead organizations and partners engaged in local design teams will have the following elements:

- Strong commitment from executive leadership and middle management to centering the needs of jobseekers and adopting human-centered design as one of their core problem-solving strategies.
- Openness to implementing organizational and programmatic changes and improvements identified as necessary through the HCD process.
- Ability to support all design team members in participating in the local HCD experience. In particular, organizations will need to demonstrate the ability to feasibly support frontline staff's participation in essential elements of the project, accounting for the demands of their existing work responsibilities.

## IX. Funding Amounts and Eligible Uses

The National Fund will provide selected collaboratives with training, technical assistance, and a grant between \$150,000 to \$200,000 for approximately 12-15 months to advance their projects locally. The National Fund may negotiate the final award amount with collaboratives in order to ensure awards reflect the scope of the project and local needs.

Funds may be used for:

- Dedicated staff time for local coach.
- Dedicated staff time for members of the local design team.
- Support meetings to convene the local design team (e.g. meeting space, supplies).
- Stipends, payments, or gift cards for program participants or other stakeholders not otherwise compensated for their time.
- Data collection and analysis activities and tools.
- Communications activities and tools.
- Activities, services, or materials that support the prototyping or launch of a program improvement strategy (e.g. website redesign, changes to physical space, training for frontline staff).

## X. Matching Funds

Regional workforce collaboratives in our network align and/or pool local resources to achieve a common goal or objective. This co-investment is an important component of the National Fund's solutions framework. The National Fund typically requires collaboratives to provide a 1:1 match for grants we award. The purpose of the match is to ensure the collaborative and its partners/investors align resources for greater impact and promote sustainability. The match is usually a combination of cash and in-kind resources and is documented in financial reports submitted to the National Fund. For some grants, the National Fund will require leveraged funds. Like matching funds, leveraged funds demonstrate that a collaborative is able to co-invest in the project. Collaboratives are not, however, required to report spending from leveraged funds in financial reports submitted to the National Fund.

For this HCWS project, the National Fund will require leveraged funds that are equal to at least 100% of the grant award. We expect collaboratives to leverage other private or public funds to connect job seekers to workforce services or training programs.. The National Fund will consider any funds for services and programs being redesigned or improved through the HCWS project as leveraged funds. Please list the sources of your leveraged funding (funder name) and funding amount(s) in the narrative portion of the budget template.

Collaboratives may use National Fund HCWS grant funds to support both the HCD process and any costs associated with testing a prototype or program improvement identified through the HCD process; however, any long-term programmatic changes should be able to be sustained through other public or private funds.

## XI. Eligible Applicants

To qualify for this funding opportunity, the applicant must be a National Fund regional workforce collaborative and must meet criteria for National Fund funding opportunities, specifically:

- Collaborative with a signed National Fund 2020–2024 Collaborative Agreement.
- An organization described in Section 501(c)(3) of the Internal Revenue Code and exempt from taxation under Section 501(a) or if the Collaborative is not a 501(c)(3) organization, the collaborative must designate an organization to receive the funds.
- Employ a current site director or interim site director with active search for permanent director underway.

## XII. Required Proposal Content

Please submit responses to the following prompts to [bcorde@nationalfund.org](mailto:bcorde@nationalfund.org) by April 28, 2023, at 8:00p ET. Narrative should not exceed 8-10 pages, single-spaced, size 12 font.



## Narrative

### HCWS Local Design team

1. Will the National Fund collaborative member serve as the lead organization?
  - a. If yes, list the name and title for the primary contact person for this project.
  - b. If not, describe the following:
    - i. Name and brief description of **lead organization**.
    - ii. Name and title of primary contact person for the lead organization who will be involved in the project.
    - iii. Describe relationship between the lead organization and the National Fund collaborative. Including information regarding current contracts, grant agreements or other written agreements between the collaborative and lead organization. Identify length of relationship.
    - iv. If lead organization is not the National Fund collaborative, include either a memorandum of understanding or written agreement between the lead organization and National Fund collaborative OR a letter of commitment from lead organization that contains the following:
      1. Commitment to dedicating staff time to participate in the local HCD experience.
      2. Commitment and openness of organizational leadership to support organizational changes identified through the local HCD experience.
2. Provide the name and brief description of any **partner organizations**. Describe their intended involvement in this project and whether they are ready to provide a written commitment to participating.
3. Describe your plan to identify a **local coach** for the project. If you have already identified someone to serve as the local coach, provide their title, job description, and approximately how much of their time will be dedicated to supporting the project in terms of FTE.
4. Describe your plan to engage a **local design team** (4-6 team members) to participate in the HCD experience and ensure they will have support from organizational leadership to dedicate time toward adopting an HCD approach. If you have a hunch of who may be on the design team, please describe.
5. Describe the collaborative's ability to influence the local workforce system.
  - a. If the collaborative is not the lead organization, how will the collaborative influence and hold the lead organization accountable for successfully implementing the project and sustaining the HCD approach?
  - b. Describe the number of jobseekers served annually by the collaborative/lead organization and other committed partners (break down the number to be served by entity).
  - c. Tell us how the collaborative and lead organization, by adopting an HCD mindset and approach, has the potential to advance equity-focused, human-centered systems changes and/or "ripple effects" throughout your local workforce ecosystem.

## Scope of the Project

6. Describe the problem you hope to address through this project and an outcome you hope to achieve. In your description, explain how you know this is a problem—what indicators or inputs tell you this is a problem?
7. Why is your collaborative (and local partners) interested in a human-centered design approach?
8. Describe the service population you aim to impact through this project. Tell us what you know about racial disparities in program outcomes for this population and/or describe any racial inequities that exist in your local labor market.
9. Describe any previous efforts of lead organization to center the needs, experiences, and voices of workers and jobseekers in program design and delivery.
10. What is your proposed start date (June-September)? How long do you propose for planning? Describe factors that may influence the timeline of your project (competing project timelines, staff considerations, etc.). If selected, the start date and planning period length may evolve based on local circumstances. Sharing your best guess about the timing of your project helps us consider possible cohort assignments.

## Data Collection and Evaluation

11. Describe the lead organization's ability to collect data on workforce program activities and outcomes. Do you currently collect disaggregated data by race, ethnicity? If so, how do you envision using disaggregated data to inform your HCWS project? If not, describe the barriers to disaggregating data by race and ethnicity.

## Budget

Your proposal should include a proposed budget for the project using the National Fund's [budget template](#) with all tabs completed. Please note, the budget form does *not* count toward the page limit. Your proposed budget should include: 1) an allocation of funds for the planning period, 2) an allocation of funds to support the local HCD experience, and 3) an allocation of funds to support program improvement activities identified through the HCD process.

## XIII. Possible Follow-Up Calls

The proposal review team may require additional information or clarification from an applicant about their submitted proposal. The National Fund is holding time on May 11<sup>th</sup> between 10:00a – 5:00p ET. Because the National Fund may reach out as late as May 9<sup>th</sup> to request a follow-up call, we recommend holding some time during this time period. These follow-up conversations are intended to clarify information already included in the applicant's submission, and information shared during the call will not be scored by the review team. Request for a follow-up call, or lack thereof, is not an indication of selection status.

#### XIV. Selection Criteria

The selection committee will evaluate the proposals based on the following criteria:

Criteria	Description
<b>Problem identification</b>	Clearly describes a problem or challenge that can likely be addressed through and HCD approach.
<b>Centering job seekers</b>	Demonstrates commitment to centering the experiences of job seekers in the design and improvement of workforce services and training programs.
<b>Racial equity and inclusion</b>	Demonstrates commitment to advancing racial equity and inclusion in workforce services and training programs.
<b>Organizational capacity</b>	Describes a clear and feasible plan for how to identify a local coach and design team members and demonstrates a commitment from organizational leadership to support team members of all levels to participation in the local HCD experiences.
<b>Potential for Lasting Impact</b>	<p>Demonstrates a clear hypothesis for how the activities of this project will promote an equity-focused, human-centered approach to broader systems change in the local workforce ecosystem beyond the project period.</p> <p>Demonstrates the likelihood that the activities of this project will impact the National Fund collaborative’s ability to advance equity-focused, human-centered approaches beyond the project period (through continuation of activities supported through this grant and/or through future projects and partnerships).</p>
<b>Data Collection, Continuous Learning, and Evaluation</b>	Describes the ability to collect and analyze data on program activities and outcomes. Currently collects disaggregated program data by race, ethnicity, and gender or has a plan to collect disaggregated program data. Demonstrates experience (or openness to) using disaggregated data to improve/redesign program or create new strategies.
<b>Past Participation Criteria</b>	As articulated in the Member Agreement, with emphasis on participation in annual Site Director meeting, engagement on monthly calls, and submission of annual data. <i>Note: The National Fund tracks collaborative engagement in network activities and data submissions via our CRM.</i>



## WORKFORCE COMMUNITIES OF ACTION

# Program Overview

<b>Program Duration</b>	June 14th - December 31st, 2023
<b>Key Links</b>	<ul style="list-style-type: none"><li>• JFF   <a href="#">Future Focused Behaviors</a></li><li>• The <a href="#">Canvas</a> platform will be your go-to resource throughout the program. That's where you will find background materials, session details, activities, and more!</li></ul>

## Purpose

The goal of this program is to develop community-centered and equity-driven solutions to address some of the nation's most pervasive workforce challenges.

At the end of this program, four communities will be selected to receive \$10,000 in seed funding to implement their action plan. JFF and its team of advisors will be available to provide ongoing support and guidance to these communities through spring of 2024.

## Intended Outcomes

In the next few months, your workforce board will:

- Actively engage in a collaborative dialogue with others participating in the Workforce Communities of Action.
- Increase your understanding and awareness of processes that support the creation of community-centered and equity-driven solutions, regardless of the challenge.
- Identify a sequence of activities that can be replicated and applied repeatedly to help address complex problems in the future.
- Identify ways in which building capacity around JFF's future-focused behaviors can support your problem-solving efforts and enhance impact in your community.
- Develop a tangible action plan that identifies your workforce board's next steps towards a solution to your challenge.

# Program Structure

## Required Engagement

- **Discovery Sessions (x4).** At the start of the month, we'll host a Discovery Session. These are designed to introduce the content for the month and provide space for you to connect as a team and ask any questions.
- **Team Work.** Throughout the month, you'll make progress on the assigned work. You'll learn more about your workforce board's ecosystem and opportunities to make community-centered and equity-driven improvements.
- **Design Sessions (x4).** At the end of the month, we'll come back together as a group to share what you've learned and translate insights into something actionable.

## Ongoing Support

- **Coaching Support.** All teams will have the opportunity to attend additional sessions to explore topics in more depth, including:
  - **Advisor-Led Workshops.** Focused sessions led by JFF's Advisor Pool which will build on the content for that month.
  - **Office Hours.** An open space to discuss where you're at in your team work and explore topics of diversity, equity, inclusion, and access.
  - **Behavior-Focused Sessions.** Standalone sessions on each of the Future-Focused Behaviors. You are encouraged to attend all the sessions, but in particular the one on the behavior you selected in your application.
- **'Partner Community' Support.** You will be partnered with another workforce board throughout the program to be able to support and learn from each other. You will have space to connect at each Design Session as well as through Canvas.

# Program Calendar

\*All **mandatory group sessions** will be held on a Wednesday, starting at 10am PST.

\*\*Each community is asked to attend **at least one** behavior-focused session.

<b>1. Program Foundation (June 2023)</b>	
<b>Onboarding Session*</b>	<b>6/14/23</b>
<b>2. Ecosystem Mapping + Gap Analysis (July 2023)</b>	
<b>Discovery Session   Introduction to Ecosystem Mapping*</b>	<b>6/28/23</b>
<b>Advisor-Led Workshops</b>	TBD
<b>Office Hours</b>	<b>7/11/23</b>
<b>Design Session   Gap Analysis*</b>	<b>7/26/23</b>
<b>3. Challenge Definition (August 2023)</b>	
<b>Discovery Session   Introduction to Challenge Definition*</b>	<b>8/2/23</b>
<b>Advisor-Led Workshops &amp; Behavior-Focused Sessions **</b> <ul style="list-style-type: none"> <li>• <u>Focus</u>: Human-Centered;</li> <li>• <u>Focus</u>: Opportunity Oriented;</li> <li>• <u>Focus</u>: Tech-Enabled</li> </ul>	TBD
<b>Office Hours</b>	<b>8/15/23</b>
<b>Design Session   Challenge Reframing*</b>	<b>8/30/23</b>
<b>4. Impact Assessment (September 2023)</b>	
<b>Discovery Session   Introduction to Impact Assessment*</b>	<b>9/6/23</b>
<b>Advisor-Led Workshops &amp; Behavior-Focused Session **</b> <ul style="list-style-type: none"> <li>• <u>Focus</u>: Data Obsessed</li> </ul>	TBD
<b>Office Hours</b>	<b>9/12/23</b>
<b>Design Session   Vision &amp; Positioning*</b>	<b>9/27/23</b>
<b>5. Visioning + Action Planning (October 2023)</b>	
<b>Discovery Session   Ideation*</b>	<b>10/4/23</b>
<b>Advisor-Led Workshops</b>	TBD
<b>Office Hours</b>	<b>10/10/23</b>
<b>Design Session   Finalizing Action Plans*</b>	<b>11/1/23</b>