



Next Generation Industry Partnership Grants

December 2019



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Application Materials and Bidder’s Webinar

All PAsmart funding application materials, including the PAsmart Framework, proposal requirements and forms, FAQs, and webinar information are posted:

<https://www.governor.pa.gov/PAsmart-Grants>

The bidder’s webinar for the Next Generation Industry Partnership convening and implementation grants will be: Tuesday, December 10 and Thursday, December 12, 2019 at 3:00 PM.

All Next Generation Industry Partnership grant applications are due Friday, January 3, 2020 at 11:59 PM EST.

Introduction

Governor’s Middle Class Task Force

To ensure that Pennsylvania remains competitive in a rapidly changing economy, and to hear directly from students, workers, employers, and communities across the commonwealth, Governor Wolf established the non-partisan Governor’s Middle Class Task Force in fall2017. Co-chaired by business, labor, postsecondary education, and workforce development leaders, the Task Force held six regional roundtables to hear directly from Pennsylvanians on barriers they face getting and keeping good jobs, and on the need for businesses to increase their competitiveness.

In response to these perspectives, the Task Force identified six critical areas to inform future policy considerations:

1. A skilled and quality workforce can sustain and grow a competitive economy in Pennsylvania.
2. Business hiring practices are impacted by multiple conditions, including liability concerns, global competition, and unknown long-term workforce needs.
3. Education, workforce, and economic development systems are not coordinating their efforts.
4. Many workers and students believe upskilling is risky and costly, and continuing education beyond high school outweighs economic benefit.
5. The “traditional” service delivery model in postsecondary education is not accessible or affordable for first generation, under-represented, and non-traditional students and workers.
6. Best practices and models in education and workforce exist, but are not widely shared, expanded, or invested in.

To ensure that these issues would be addressed in depth, Governor Wolf established in spring 2019 the [Keystone Economic Development & Workforce Command Center](#). This group of state leaders from across the public and private sectors centralizes and elevates all workforce development efforts, finding new ways to share information, coordinate statewide efforts, minimize or eliminate barriers to workforce preparation and success, and prepare the state’s businesses, workers, and youth for the workforce of the future.

PAsmart Framework

What is PAsmart?

In response to the Governor’s Middle Class Task Force findings, Governor Wolf proposed the PAsmart initiative, a strategic approach to education and workforce development. The PAsmart initiative is designed to address the feedback Pennsylvanians shared with the Middle Class Task Force, to better align education, workforce, and economic development initiatives and funding.

In its second year of funding, the PAsmart initiative continues to make public programs and initiatives more accessible and easier to navigate so Pennsylvanians can develop the skills and abilities they need to obtain quality jobs, and businesses can recruit and retain skilled workers.

PAsmart is based on four goals:

1. Strategically investing resources in initiatives to support economic growth, and education and training opportunities;
2. Achieving successful outcomes for Pennsylvania students, workers, businesses, and communities;
3. Improving coordination and alignment of education and workforce development programs, services, and funding; and
4. Transforming inter-agency, cross-sector collaboration around education, workforce, and economic development at state, regional, and local levels.

As part of the PAsmart initiative, the FY2019-20 Enacted Budget included \$40 million for strategic, competitive, and cross-sector investments focused on meeting the education and workforce development needs of students, workers, employers, and communities across Pennsylvania, including those disconnected from education and workforce opportunities (e.g. opportunity youth and young adults, long-term unemployed, etc.). PAsmart grants funded by this investment will support cross-sector partnerships to address unique local, regional, and statewide education, workforce, and economic needs. Funding will support a variety of projects, but should be data-driven, align with and leverage existing initiatives and resources, and have a measurable impact.

PAsmart Framework Principles and Funding Priorities

PAsmart is designed to provide flexible resources to support innovation, and cross-sector alignment and collaboration, to increase equity, remove barriers to access, and build on existing initiatives and fill gaps, to better serve Pennsylvania students, workers, businesses, and communities. PAsmart grants support the following PAsmart Principles and Funding Priorities:

- **Data-driven Innovation:** Proposals identify a clear problem, challenge, or opportunity supported by relevant data and information, and include an innovative strategy to increase opportunity for Pennsylvania students, workers, employers, and communities.
- **Cross-sector Partnership:** Proposals demonstrate an effort to develop strong, high-quality cross-sector partnerships committed to working collaboratively to implement the proposal. Applicants are encouraged to have multiple partners across sectors (e.g. education partner, workforce development, business, economic development, and community partners) that demonstrate their commitment through letters of support.
- **Cross-sector Alignment:** Proposals align with existing local, regional, and state education, workforce, and economic development initiatives.
- **Stakeholder Engagement:** Proposals engage partners, customers, and stakeholders, including the target population, in the development of the proposal and its implementation.
- **Equity, Diversity, and Inclusion:** Proposals demonstrate a commitment to serve and increase access for historically under-represented and under-served students, workers, businesses, and communities. Applicants are encouraged to identify and address barriers to education and employment.
- **Capacity Building:** Proposals build the applicant's or partners' organizational capacity to better implement the proposal and support students, workers, businesses, and communities.
- **Leveraging Existing Resources:** Proposals demonstrate PAsmart resources will leverage and supplement, not supplant, existing public and private resources (e.g. other federal or state grants and philanthropic contributions, cash, in-kind, etc.). Proposals demonstrate efficient and effective use of resources.

- **Performance Outcomes:** Proposals include measurable performance outcomes and a strategy to collect, analyze, and report performance data.

For more information on the PAsmart Framework: Principles and Funding Priorities, please see: <https://www.governor.pa.gov/wp-content/uploads/2018/11/20181102-PAsmart-Framework.pdf>.

Supporting Next Gen Industry Partnerships

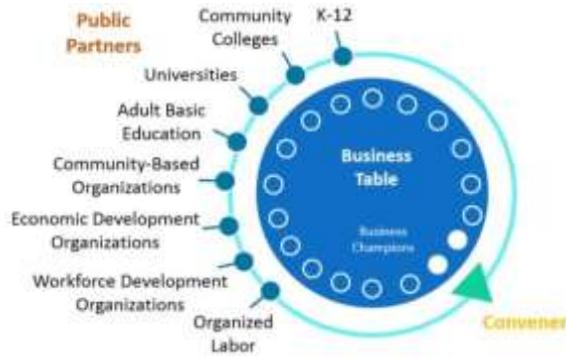
The information below is provided to applicants with developing proposals for the 2019-20 Governor's PAsmart Next Gen IPs grants. Awarded grantees will be selected based on the evaluation criteria described below.

What are Next Generation Industry Partnership Grants?

Pennsylvania is a national leader in Next Generation Industry Partnerships (Next Gen IPs), a sector strategy to coordinate and align workforce, education, economic development, and other public and community partners to support an industry. A Next Gen IP is a partnership of businesses, from the same industry and in a shared labor market region, that work with economic development, education, workforce development, and other public and community partners to address the overall competitiveness needs of the targeted industry. By addressing these business-driven priorities, Next Gen IPs not only support the overall competitiveness of an industry and regional economy, but also benefit workers, students, and the broader community.

Next Gen IPs facilitate businesses identifying their workforce, education, and economic development needs, and coordinate regional support teams, consisting of public and community partners, responding to business-identified priorities. This structure supports businesses driving the partnership's agenda and the regional support team working together with business to support these priorities. Since Next Gen IPs are organized around the topics that impact business leaders most, they are sustainable over time.

Pennsylvania has embraced this model because Next Gen IPs support training and credential attainment, increased wages, talent recruitment, networking and collaboration across an industry, and increased career and industry awareness, among other benefits. Effective Next Gen IPs enhance industry competitiveness, strengthen regional economies, connect people to career pathways, and promote cross sector collaboration.



The goals of these Next Gen IP grants are to:

- Improve the coordination and alignment of economic development, education, and workforce development programs, services, and funding to better engage businesses in key industries.
- Address the workforce and economic development needs of Pennsylvania industries through strategies that address economies of scale, and demand-driven, continuous improvement, coordination of effort.
- Increase the number Next Gen IPs at the local, regional and state level representing key targeted industry sectors.

Next Generation Industry Partnership Grants

The Pennsylvania State Workforce Development Board (PA WDB), in partnership with the Department of Labor & Industry (L&I), is pleased to issue this Notice of Grant Availability for up to \$4.6 million in grants to fund the development, launch, implementation, and technical assistance of Next Gen IPs that are demand-driven in addressing the workforce, economic development, and educational needs of Pennsylvania industries. Applicants may apply for funds to support the convening and implementation of Next Gen IPs.

Selected applicants will be awarded one grant to fund both convening and implementation activities. Funds will be awarded to partnerships that adhere to the business-driven Next Gen IP model and meet the criteria outlined herein.

Industry Clusters

Next Gen IPs grants are available to partnerships in the following twelve (12) recognized industry clusters:

- Advanced Manufacturing
- Agriculture and Food Production
- Bio Medical
- Building and Construction
- Business Services
- Education
- Energy
- Healthcare
- Hospitality, Leisure, and Entertainment
- Logistics and Transportation
- Real Estate, Finance, and Insurance
- Wood, Wood Products, and Publishing

Next Generation Industry Partnership Grant Activities

Effective partnerships will utilize Next Gen IP funding to support the business-driven priorities that enhance the competitiveness of the industry. The activities supported may include but are not limited to the following:

- Identifying the shared competitiveness needs of the industry:
 - **Workforce development** needs (e.g. creating career pathways, creating Registered Apprenticeships and Pre-apprenticeships, worker training, closing skill gaps, credential and certification attainment critical to competitiveness and innovation in the industry cluster, etc.);
 - **Economic development** needs (e.g. infrastructure, supply chain issues, access to capital, permitting issues, expansion/relocation); and
 - **Education needs** (e.g. career and industry awareness, creating curriculum to meet the needs of business in the region, work-based learning opportunities and pipeline development, etc.).
- Sharing information, ideas, challenges, and best practices common to the industry.
- Creating economies of scale by addressing the workforce, economic development, and education needs of multiple businesses.
- Collaborating with PA CareerLink® Centers, youth councils, Business-Education Partnerships, intermediate units, secondary and postsecondary educational institutions, educators, parents, career counselors, career and technical educational institutions, and higher education providers to address the challenges of connecting adults and youth with barriers to employment to careers.
- Assisting companies in addressing common human resource challenges and implementing best organizational practices that grow more jobs that pay, including but not limited to employee recruitment and retention, training and retraining incumbent workers, adopting new technologies, fostering experiential and contextualized on-the-job learning, developing and strengthening career pathways within and across companies, and enabling entry-level workers to improve skills and advance to higher-wage jobs.

Regional Support Teams

In addition to being business-led, each partnership must have a strong regional support team. The regional support team should consist of public and community partners that work collaboratively with the industry to address the partnerships' business-led priorities. Each partnership must have a core support team with a representative from workforce, education, and economic development partners. In addition to the core

team, partnerships should also collaborate with other public and community partners, if available in the region and industry. Regional support teams should include, but are not limited to:

- Economic Development Partners
 - PREP Partners
 - Chambers of Commerce
 - Local Development Districts
 - Small Business Development Centers
- Education Partners
 - K-12/ Local Education Agencies
 - Intermediate Units
 - Career & Technical Education
 - Colleges and Universities
 - Adult Basic Education
 - Public Libraries
- Workforce Development Partners
 - Local Workforce Development Boards
 - PA CareerLink® Partners
 - Business Service Teams
 - WIOA Core Programs
- Labor and Apprenticeship Organizations
- Industry Associations
- Human Services Partners
- Criminal Justice Partners
- Nonprofits and Community-Based Organizations

Not all public and community partners on the regional support team must be involved in all activities of the Next Gen IP. Once Next Gen IP priorities are established, the partnership must form action teams to address each priority. The formation of action teams is a critical step that requires as much care as preparing for the original partnership launch. Over time, this includes selecting the right public partners, thoughtfully bringing together businesses and regional support team partners to create an effective action team and taking steps to sustain the action team in driving results.

Technical Assistance

Technical assistance is offered by a state Next Gen IP Leadership Team consisting of commonwealth staff from the PA Workforce Development Board (PA WDB), Department of Labor and Industry (L&I), and the Department of Community and Economic Development (DCED). Awarded grantees are required to frequently report on and interact with the Next Gen IP Leadership Team to provide feedback on partnership progress, the role of the regional support team, and inform state-level policies and strategies that support industry competitiveness. Technical assistance is also available to support partnerships

transitioning to the Next Gen IP model or looking for general strategic guidance. For more information on technical assistance, please email RA-LI-PAWDB-IP@pa.gov.

Expanding Next Generation Industry Partnerships

Up to \$4.6 million of Next Gen IP funds are available to support the convening of partnerships and the implementation of business-driven priorities and action plans. Grant applications will be accepted until January 3, 2020 at 11:59 PM EST. Additional rounds may be announced, based on the availability of funds.

Grant awards are contingent on the availability of funds. The applicant understands that this program is funded with public tax dollars and certain information about use of funds and activities of the Next Gen IPs may be made available to the public.

Eligibility

Eligible applicants include Local Workforce Development Boards (LWDB), labor organizations, economic development organizations, industry associations, local education agencies, education intermediaries, post-secondary education providers, community-based organizations, libraries, and nonprofits. Any entity may serve as fiscal agent for all grant awards. Applicants are required to partner with a LWDB on their application as required by Chapter 1304 of the Pennsylvania Workforce Development Act.

Funding

The Governor's PAsmart Next Generation Industry Partnership grants offer eligible applicants the opportunity to apply for competitive funding up to \$250,000 per partnership, depending on appropriateness and regional size of the partnership. Funds for convening activities are capped at \$45,000. The Next Gen IP grants require a 100 percent match, with a private sector cash match of at least 25 percent.

Partnerships that have not previously received PAsmart Next Generation Industry Partnership funding (PY 2018-2019) will only be awarded funding for convening activities, unless the partnership can clearly demonstrate they have identified business-driven priorities and developed a detailed Action Plan. First time applicants wishing to fund implementation activities must demonstrate that their partnership adheres to the Next Generation Partnership model, and that convening activities have already begun and have led to the creation of business-driven priorities and an Action Plan.

Partnerships that have previously received PAsmart Next Gen IP funding can use these grant funds to support both convening and implementation activities. These applicants must clearly outline the status of the partnership and the business-driven priorities that have been identified through their Action Plan. Previously funded partnerships are not required to apply for or use awarded funds to support convening activities. They may use funds solely for implementation activities if they so choose.

Funding Priorities

Grant funds will support the development, coordination, and implementation of partnerships as they work to and support the overall competitiveness of an industry within the region.

- Partnerships must align with the PAsmart Framework principles and funding priorities, which can be found at <https://www.governor.pa.gov/wp-content/uploads/2018/11/20181102-PAsmart-Framework.pdf>.
- Applicants must adhere to the Next Gen IP model as outlined in Appendix A.

Priority Points

Preference will be given to partnerships that demonstrate one or more of the following:

- Innovative financial models that leverage additional non-commonwealth funding (e.g. public, private, corporate, philanthropic, nonprofit, community-based organization),
- A plan to exceed the 25 percent cash match requirement.
- An ability or plan to increase diversity, equity, and inclusion within the partnership, including serving and recruiting individuals with barriers to employment or individuals from underserved populations.
- The ability to obtain data and employ evidence-based strategies to inform and guide convening and implementation activities that lead to measurable quantitative and qualitative outcomes.

Eligible Expenses

Grant activities will vary based on the partnership's status, business-driven priorities, and Action Plan.

Convening Activities

Grant funds may be used to support pre-launch and post-launch activities including but not limited to:

- Facilitating Next Gen partnership meetings, including launch activities.
- Attending commonwealth-sponsored Next Gen IP trainings or events.
- Engaging business champions and business partners from the defined industry of focus.
- Organizing and facilitating partnership meetings for businesses and the regional support team to discuss local competitiveness needs.
- Working with businesses to determine the partnership priorities.
- Developing a post-launch action plan.
- Maintaining partnership post-launch.
- Procuring consulting, technical assistance and convening/facilitation services that use the Next Gen IP model.

Implementation Activities

Grant applications must specify how business driven priorities were identified including but not limited to partnership launch and convening activities. Applicants must identify the convening activities that have already taken place or will in the future, and the business-driven priorities that have been identified. Next Gen IP grants may be used for, but are not limited to the following implementation activities:

Workforce Development

Applicants using grant funds to support training must include a completed training plan (Attached).

- Definition and resolution of key talent recruitment and retention issues
- Incumbent Worker Training (e.g. short-term training, consortia training, long-term training and education programs, including career pathways)
- Work-based learning and work experiences (e.g. internships, mentoring, job shadowing, etc.)
- Registered Apprenticeships and pre-apprenticeship

Education

- Aligning curriculum with business needs
- Aligning/providing career awareness to students, parents, educators, and school leaders
- Aligning with programs of study and career readiness activities across secondary and postsecondary education

Economic Development

- Coordinated outreach of the region and industry
- Supply chain mapping and coordination
- Business-to-business networking

Other Costs

- Aligning public sector business engagement services to a demand-driven approach that benefits Pennsylvania workers and businesses.
- Developing and implementing sector strategies that promote in-demand as well as competitive opportunities for Pennsylvania industries and occupations.
- Improving workforce alignment and career readiness (e.g. workforce recruitment and retention, developing employability skills, improving skill alignment, etc.) within and across targeted industry clusters.

Next Gen IP grant funds may not be used for:

- Alcohol, entertainment, and other unallowable expenses as listed in state guidance.
- Procurement of lobbying services or payment of fines or reparations resulting from lawsuits; citations, or regulatory actions.
- Foreign travel.
- Leasing and capital expenses such as construction and equipment.
- Costs incurred outside of the activity period identified in the formal grant contract between L&I and the applicant.
- Other expenses deemed ineligible by L&I.

Due to the limited funding available, only items and activities directly related to eligible programs and activities covered in this request for application will be funded by the Next Gen IP grant. Applicants may not request more than 10 percent of the total grant for administration of the partnership.

All budgets will be reviewed to evaluate appropriateness and connection to proposed grant activities and goals.

Evaluation Criteria

Applications must be submitted to RA-LI-PAWDB-IP@pa.gov by 11:59 PM, Friday, January 3, 2020. Applicants must use the attached application form. The final application form must not exceed 20 pages, not including the required supplemental information such as the budget form, training plan, and letters of support.

Applications will be evaluated by an inter-agency team and reviewed based on the following criteria:

1. Partnership Summary

Identify whether:

- The partnership has previously received PAsmart Next Gen IP funds or if this will be a newly funded partnership.
- The partnership has launched or not.
- The applicant is applying for funding for implementation and/or convening activities.

2. Goals and Objectives (10 points)

Summarize goals and objectives of the partnership and its activities to-date, including the launch/relaunch process, meetings, convener and regional support team priorities and activities, partnership strategies and challenges, as well as alignment to the Next Generation Industry Partnership model, the Principles and Funding Priorities in the PAsmart Framework: (<https://www.governor.pa.gov/wp-content/uploads/2018/11/20181102-PAsmart-Framework.pdf>). Demonstrate how the partnership meets the convening and/or implementation criteria in Appendix A.

3. Partnership Analysis (15 points)

Provide a detailed summary of your proposed partnership. Your summary must align with the attached Partnership Form. Your summary must cover the following:

- **Industry Cluster:** Describe how the region and scope of the industry cluster were determined and the need for the partnership using labor market information and other regional data.
- **Business-driven Priorities and Action Plan:** Active partnerships applying for implementation funds must provide the current business-driven priorities and Action Plan. Include the required completion of the Partnership Form. Partnerships that have yet to launch must describe the strategies to identify business-driven priorities and develop an Action Plan. If any preliminary priorities have been identified, please include them.

- **Partnership Convener/Convening Team:** Identify the individual(s) that will or have served as convener and demonstrate the roles, responsibilities and level of expertise of the convener/convening team members.
- **Regional Support Team:** Describe the partnership’s strategy to identify and/or sustain public and community partners engagement in the regional support team. Each proposal must also submit at least three (3) letters of support from regional support team members as an attachment, including at least one (1) from an economic development partner, one (1) from an education partner, and one (1) from a workforce development partner.
- **Business Engagement Strategies:** Describe the partnership’s strategy to identify and recruit businesses and business champions to participate in the partnership and highlight their involvement in the partnership. Identify any potential recruitment challenges, and strategies to address them.

Active partnerships should describe the plan to sustain business engagement and partnership membership, including the strategies and techniques to operationalize the partnerships’ Action Plan, membership and meeting activities, and how the team measures and addresses business-drive priorities.

4. Proposed Activities (20 points)

Describe how the proposed activities and awarded funds will advance the partnership. Include:

- How the funds will be used to identify and address business-driven priorities and address the specific strategies outlined in the Action Plan.
- Which business-driven priorities will be addressed in priority order (if applicable).

5. Cross-Sector Alignment (10 points):

Summarize how the partnership will align with existing workforce, education and economic development initiatives and programs, including the Pennsylvania WIOA Combined State Plan and relevant Regional and Local Plans, Future Ready and School Guidance Plans, Engage!, WEDnet, Registered Apprenticeship/Pre-Apprenticeship grants, and other programs funded through commonwealth grants.

6. Performance Outcomes and Assessment (20 points)

Describe how the partnership will measure its success. Specific deliverables and outcomes are stated in measurable and timely terms including baseline information and expected improvement, and there is a clear plan for assessing the impact of the program being funded through the grant. Performance outcomes may include metrics such as hiring, recruitment, participation, and accomplishing business-driven priorities and action items. All partnerships are expected to report on the Next Gen IP statewide metrics as approved by the PA WDB (Appendix B).

7. Partnership Sustainability (15 points)

Specifically, address sustainability across administration and operational functions by leveraging multiple funding sources as well as a declining reliance on fluctuating levels of public funding over partnership growth periods. Public sector partners must also demonstrate commitment to their ability to effectively and efficiently coordinate business engagement and utilization of public sector policies and funds, as appropriate.

8. Budget information (15 points)

Budget information is accurate and itemized using a per-unit cost and total expenditure. The budget must include:

- The required budget form, including match funds.
- A budget narrative containing a detailed breakout of quantity and cost to support each line item reflected on the budget form. If training is being funded, the number of participants to be served must be provided. If staff salaries will be supported by these funds, provide a description of the duties and responsibilities of each staff person to be funded.

Bonus Criteria

The following components are not required. However, priority points will be given to applicants who can demonstrate an exceptional plan and ability to address one or more of the following priorities:

1. **Innovative financial models (2 points):** Identify how the partnership plans to leverage additional funding (e.g. public, private, corporate, philanthropic, nonprofit, community-based organization).
2. **Exceed the 25 percent cash match (2 points):** Describe how the partnership plans to exceed the 25 percent cash match requirement.
3. **Diversity, Equity, and Inclusion (2 points):** Identify how the partnership will increase diversity, equity, and inclusion within the partnership, including serving and recruiting individuals with barriers or individuals from underserved populations.
4. **Evidence-Based Strategies (2 points):** Identify how the partnership will obtain data and employ evidence-based strategies to inform and guide convening and implementation activities that lead to measurable quantitative and qualitative outcomes.

Required Attachments- Applications that do not include all the required information will not be considered for funding.

- Completed Application (17-page Max)
- Letter of Support – Economic Development
- Letter of Support – Education
- Letter of Support – Workforce Development
- Partnership Membership Form
- Budget Form

- Training Plan (if applicable)

PAsmart Grant Details

Proposed Timeline and Grant Period

PAsmart funding can be used for grant-related activities between February 1, 2020, and June 30, 2021. All awarded grantees will be required to sign the appropriate agreement with L&I, unless otherwise noted. The agency reserves the right to seek repayment of funds if it is determined that funds were not utilized for the original stated and approved purpose.

Application Evaluation Process

Applications that meet the eligibility criteria will be evaluated by a cross-sector, inter-agency team of evaluators. Evaluation criteria must align with the PAsmart framework and is detailed under the solicitation for applications.

Program Reporting and Evaluation

Grantees will be required to submit program and fiscal reports during and upon conclusion of the funded project. All required forms will be supplied by the commonwealth and outlined in the award package, including all final reports to be submitted no later than August 1, 2021, or within 60 days of full award expenditure (whichever occurs first). In addition to report submissions, awardees are required to communicate with agency staff (e.g. technical assistance support, calls, webinars, statewide meetings, etc.), as determined necessary by the commonwealth, to provide progress reports, share best practices, and receive technical assistance support. Additional information will be provided upon award selection.

Based on financial status reports, de-obligations may take place for those projects that show little to no drawn down of funds and cannot demonstrate a significant amount of obligated funds. Partnerships that have unencumbered fund balances by mid-term may be required to return funds to L&I for reallocation to other partnerships.

Grant Award Administration

Awardees are required to enter into a grant agreement with L&I unless a current grant agreement is already in place.

L&I reserves the right to award grants ensuring program diversity and alignment with other public funding and/or initiatives. L&I reserves the right to request modifications to applications based on questions raised during the review process. L&I shall notify all applicants whose applications are not accepted for funding under this NGA. Based on the availability of funds, L&I reserves the ability to make additional grant rounds if necessary.

The commonwealth reserves the right, without qualification, to reject any or all applications received in response to this announcement and to select any application, in whole or in part, as a basis for negotiation

and/or award. The commonwealth reserves the right to award grants on a conditional basis if there are concerns surrounding one or more sections of the application(s). In the instance that a conditional award is made, the applicant is responsible to take immediate and appropriate action to remedy the area of concern in accordance with Department guidance.

The contracting officer is the only individual who can make awards or commit the commonwealth to the expenditure of public funds. A commitment by anyone other than the contracting officer, either explicit or implied, is invalid.

Key Dates

Date and Time	What	Funding Initiative
December 3, 2019	Release of PAsmart Grant Information https://www.governor.pa.gov/PAsmartGrants	PAsmart - \$40 million
December 10, 2019 – 3:00 PM	Bidder’s Webinar	Next Gen IPs
December 12, 2019 – 3:00 PM	Bidder’s Webinar	Next Gen IPs
January 3, 2020 – 11:59 PM EST	Application Deadline	Next Gen IPs

Appendix A

Criteria for Convening Activities

To receive Next Gen IP funds for convening activities, partnerships must demonstrate that they meet the following criteria:

Regional support team is committed to and understands Next Gen methodology.

- A regional support team is in place and committed to working together to launch a Next Gen IP. Team partners must include workforce, education, and economic development.
- Each team partner has a defined role in the partnership and a point person identified.
- Identify potential industry sectors driving the regional economy.
- Plan for recruiting business champions to co-sign invitation letter and host launch meeting.

Proposed partnership will operate in a labor market.

- Partnership defines its geographic scope based on locations of companies, commuter patterns, and other important labor market information, not per the confines of a workforce area, city, county or other geopolitical boundary.

Partnership is supported by a comprehensive regional support team of non-business partners, with demonstrated commitment to each other.

- Partnership includes critical and engaged partners across economic development, education, workforce development, community organizations, and other partners.
- Regional support partners are actively involved in responding to industry's priorities, and contribute to partnership initiatives in measurable ways (e.g. in-kind or financial resources, staff time, etc.)

Criteria for Implementation Activities

To receive Next Gen IP funds, partnerships must demonstrate that they meet the following criteria:

Partnership is led by, and continually attracts, influential, engaged private sector leaders.

- Private sector members play leadership roles in the partnership (i.e. private sector actively chairing action teams and the overall partnership) and define the partnership's agenda.
- Broad participation from industry members at meetings (i.e. private sector participation outnumbers regional support team, primarily senior decision-makers from business).
- Evidence of business leaders partnering to implement partnership priorities (e.g. providing in kind or financial resources or similar).

Partnership has a detailed action plan of priorities.

- Priorities are outlined in a detailed fashion and include action steps that can be taken to accomplish the priority.
- Action teams are led by business, are clearly defined and include public partner support members.

Partnership focuses on solutions with economic impact.

- Partnership is actively addressing business-identified priorities that relate to workforce, education, and economic development.

Deliverables

Next Gen IP grants funding convening activities must achieve the following deliverables:

- **Partnership building:** Evidence of the regional support team’s ability to respond to the partnership as a team.
- **Business engagement:** Build strong business engagement from industry.
- **Launch meeting and priorities:** Hold a launch meeting and identify business-driven priorities in a timely manner.
- **Action Plan:** Develop an Action Plan that details the business-driven priorities of the partnership and how they will be accomplished. It should also include the industry type, launch date, business champions with contact information, list of business members, list of active public partners, list of each action team member and proposed roles to address each priority agreed to by the partnership.
- **Convening (if applicable):** Bring together business, regional support team, and other stakeholders to support the partnership.

Next Gen IP grants funding implementation activities must achieve the following deliverables:

- **Partnership development:** Partnership building continues and there is evidence of the regional support team’s ability to respond to the partnership as a team.
- **Business engagement:** Partnership continues to expand by adding business membership.
- **Implementation:** Action teams and regional support team are actively implementing the business-driven priorities and action plan.
- **Sustainability plan:** Action plan includes a strategy for operational and financial sustainability, assuming no additional commonwealth resources.

Appendix B
Next Generation Industry Partnerships (NGIP) Pennsylvania Statewide Metrics

	Indicators	Unit	Collection Method	Notes
I. Workforce Development	A. Increase in worker recruitment and retention	1. Reduction in worker turnover and time to hire	Partnership surveys	None
	B. Increase in workers attaining an industry-relevant credential as a result of participating in education and training and NGIP	2. Number and percentage of participants; Number of new or modified programs aligning curriculum	Immediate: Partnership surveys Long- term: Partnership surveys and Commonwealth Workforce Development System (CWDS) data	CWDS data entry is required within 30 days of finishing training if using state money, so surveys may provide additional data.
	C. Increase in total compensation as a result of participating in education and training and NGIP	3. Number and percentage of participants; Amount and percentage of wage increase	Immediate: Partnership surveys Long-term: Common measures reporting for WIOA programs through CWDS	Total compensation includes wages and benefits. Wage data lags, and compensation increases will not be seen in data until after the close of the fiscal year. Surveys can be used for initial collection. May confound with performance of overall economy.
II. Economic Development	A. Jobs created as a result of NGIP participation	1. Number of jobs created within an industry cluster by participating businesses	Immediate: Partnership surveys, Dept. of Community & Economic Development (DCED) data Long term: Wage record data matching (similar to wage gain)	Demonstrates increased economic growth and improved competitiveness. As with wage gains, it could take up to a year after the close of the fiscal year to obtain the actual data. May confound with factors other than NGIP. Distinguish actual job creation versus backfilling open jobs.

	B. Positions filled with qualified candidates	2. Number of new hires	Partnership surveys, New Hire data (limited)	Demonstrates increased ability to find qualified candidates by engaging with public partners. There are limitations on how many new hires get captured by the program due to the structure of how reporting occurs; however, this is probably an easier number to obtain and will show larger gains than “jobs created”.
	C. Jobs retained as a result of NGIP participation	3. Number of jobs retained within an industry cluster by participating businesses	Immediate: Partnership surveys, DCED data Long term: Wage record data matching (similar to wage gain)	Demonstrates increased economic growth and improved competitiveness. As with wage gains, it could take up to a year after the close of the fiscal year to obtain the actual data. May confound with factors other than NGIP.
	D. Economic Impact of jobs created and retained as a result of NGIP	4. “Labor Income”, “Value Added”, and “Output” of the total direct jobs created and retained	Partnership surveys, Center for Workforce Information and Analysis (CWIA) data	Demonstrates economic impact of NGIP. Could model after Strategic Early Warning Network (SEWN) program.
III. Education	A. Increase industry and career awareness	1. Number of students introduced/engaged in career awareness activities	Partnership surveys	Demonstrates building a talent pipeline. Could track various populations separately (youth, adults, educators, parents, etc.).
IV. Partnership Engagement	A. Increase in funding sources to promote sustainability (cash; in-kind; federal, state, and local grants; etc.)	1. Dollar amount and type of invested resources	Partnership surveys	Demonstrates return on investment and commitment of partners. Funding sources may include: cash, in-kind (should identify type and value of in-kind resource), etc.

	B. Ensure executive/c-level/ decision maker engagement	2. Number of participating executive-level, c-level, and decision maker business partners	Partnership surveys	Demonstrates commitment of partners, and NGIPs are moving beyond HR and training.
	C. Increase in public and community partner interaction	3. Number of public and community partners actively participating in NGIP	Partnership surveys	Demonstrates increase in partner interaction and alignment. Partners include business champions, public, and community organizations.

