



# WASHINGTON JOBS INITIATIVE NARRATIVE FOR GOOD JOBS CHALLENGE

## SECTION 1A: EXECUTIVE SUMMARY

Washington State is uniquely positioned to connect jobseekers with good jobs through its career pathway infrastructure, **Career Connect Washington (CCW)**. CCW, an **initiative of Governor Inslee**, is a coalition of employers, organized labor, state agencies, educational institutions, students, and community leaders working together to create work-based learning programs that connect people with paid work experience, a postsecondary credential, and high-demand and self-supporting jobs. CCW changes the lives of Washingtonians, with an intentional focus on those furthest from opportunity.

The Washington Jobs Initiative is a Regional Workforce Training System application and is submitted by the **Washington Student Achievement Council** on behalf of the State of Washington. The Washington Jobs Initiative proposes enhancing the CCW infrastructure by building sectoral partnerships in six high-demand sectors: Advanced Manufacturing & Aerospace, Construction, Energy & Clean Technology, Financial Services, Healthcare, and Information Technology & Cybersecurity. Investment in these sectors will not only place Washingtonians into jobs but will strengthen the nation’s economy and hasten its equitable recovery from the impacts of COVID-19.

CCW has a track record of successful employer-driven, equitable workforce development and job creation, including creating 104 **Career Launch** and Registered Apprenticeship programs and enrolling 21,000 workers since 2019. Good Jobs Challenge funds will enable us to immediately serve 5,000 impacted workers and fill a minimum of 3,000 jobs during the grant period by putting Washingtonians back to work. Further, this funding will enable Washington to scale and sustain the CCW infrastructure to equitably serve tens of thousands more Washingtonians over time.

## SECTION 1B: SYSTEM LEAD ENTITY

The Washington Student Achievement Council (**WSAC**) is the lead entity for the Washington Good Jobs Challenge application. WSAC is the government agency overseeing higher education in Washington. It consists of a nine-member board, cross-sector leadership, and sits in the Governor’s cabinet. WSAC provides strategic planning, oversight, advocacy, and program administration to support increased student success and higher levels of educational attainment. Acting as the fiscal agent in Washington’s Good Jobs Challenge application, WSAC’s role will include managing the grant and distributing funds to partners. **Heather Hudson, Don Bennett**, and **Ellen Matheny** lead the WSAC team for the Good Jobs Challenge application. Detailed bios are attached in the appendix.

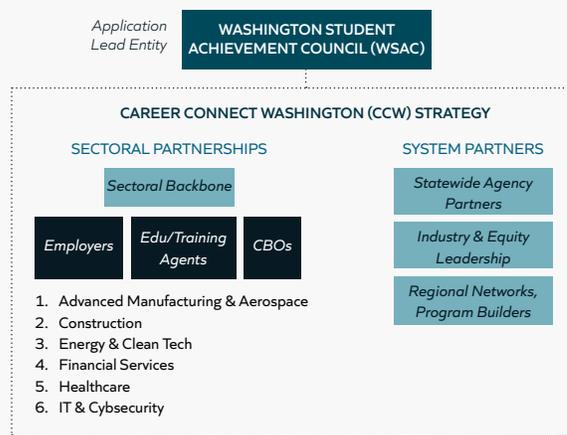


Figure 1: Lead Entity and Partners for the Good Jobs Challenge. Note: Partners and roles will be described more fully in Sections 1 and 2.

## Washington's Track Record of Success through Career Connect Washington

**Career Connect Washington** (CCW) is the strategy being leveraged by the Washington Jobs Initiative for the Good Jobs Challenge. WSAC, the application lead entity, plays a critical role in the CCW coalition. **Governor Inslee created CCW** as an innovative statewide work-based learning and apprenticeship system. It is designed to connect workers with quality Washington jobs by creating more flexible workforce training options to meet the needs of employers across all industry sectors while alleviating the burden employers face in connecting with individual training providers. CCW also links subscale yet successful training programs and increases programs created by, and accessible to, underserved communities. CCW's vision is that every Washingtonian will have multiple pathways toward economic self-sufficiency and fulfillment.

Career Connect Washington has **achieved key results** for Washington workers and employers since 2019:

- 21,000 workers placed in work-based learning programs created based on industry (employer and labor) demand and designed to connect workers with Good Jobs
- 104 **Career Launch** programs approved since 2019, of which 33 are new apprenticeship programs registered by the **Washington State Apprenticeship & Training Council**
- Program completers earn an **estimated** average wage of \$32.47/hour
- 170+ businesses employing program participants in quality jobs across Washington
- Trainee demographics assessed quarterly in pursuit of aggressive equity goal
- 40+ **Program Builders** funded to expand **Career Launch, Prep, and Explore** programs in manufacturing, agriculture, automotive maintenance, maritime, and other high-demand sectors
- Braided funding model leveraging state funding (\$10M), Federal WIOA funds (\$8M), private philanthropy (\$5M), and employer wage and supervision costs (est. \$228M/year)

CCW is **supported by a cross-sector coalition** with a track record of successfully creating jobs through work-based learning programs. CCW's full-time Executive Leader is **Maud Daudon**. Daudon is under contract with the Governor's Office and her work is funded by five philanthropic partners.

## SECTION 2A: EMPLOYER LEADERSHIP AND COMMITMENTS

### Employer Hiring Commitments

The Washington Jobs Initiative has received 59 employer commitments for this grant (including from Amazon, Microsoft, PNNL, McKinstry, SEH America, Bank of America, and Virginia Mason) representing 31,644 hiring commitments over the next three years. Commitments include working with CCW to create and expand Career Launch and Registered Apprenticeship programs, conditional hiring commitments, a 100% commitment to increase workforce diversity, and quarterly participation in sectoral partnership meetings.

Figure 2: Employer Commitments for the Good Jobs Challenge. Signed letters included in appendix



### *Industry (Employer & Labor) Leadership for the Good Jobs Challenge*

CCW brings employers and organized labor together to inform strategy and create employer-driven programs. The CCW industry structure includes:

- The **Business & Philanthropy Leadership (BPL) Committee** includes 16 employers, 10 industry associations, and 7 philanthropic organizations. The committee meets quarterly to provide strategic guidance on critical issues like policy and employer engagement. It is led by **Washington Roundtable**, a nonprofit organization comprised of senior executives of major employers in Washington. For the Good Jobs Challenge, the BPL will help sector backbones activate and engage new employers and inform sectoral strategy development and implementation.
- The **Labor Leadership Group**, including **Washington Building and Construction Trades Council**, **SEIU 199**, **Washington Education Association**, and other labor groups, is convened quarterly by the **Washington State Labor Council** to provide guidance on strategy and policy especially for Registered Apprenticeship. Our deep partnership with the Washington State Labor Council and Washington's 600 local unions and regional labor councils also allows CCW to directly engage workers. For the Good Jobs Challenge, this group will be focused on engaging the full Registered Apprenticeship system in the creation and the implementation of sector strategies, particularly in construction, healthcare, and advanced manufacturing. The largest labor entities in the state have each provided letters of support for the Washington Jobs Initiative.

### *Employer Role in Program Design and Implementation for Good Jobs Challenge Grant*

CCW's work-based learning model is employer-driven and defined by **Washington law**. **Career Launch** programs (including Registered Apprenticeship and other earn-and-learn models) cannot be approved without employer endorsements verifying employer and industry association involvement in their development, resulting in real-world job creation. Career Launch programs are initiated by employers defining a talent need and the skills and competencies required for that role. The employer role within a Career Launch program must include:

- Paid, occupation-aligned, on-the-job experience from an employer, including high-quality employer mentorship and supervision that prepares workers for a good job
- Training aligned to a set of employer-defined skills and competencies that leads to participants earning a valuable credential, college level credit, or a degree

For the Good Jobs Challenge, the six sector backbones will work directly with employers to identify jobs needs across their specific sector, including mapping skills and competencies related to those roles, and support either scaling existing or developing new Career Launch programs (Section 5).

## **SECTION 2B: OTHER STAKEHOLDERS AND PARTNERSHIPS**

In addition to employer commitment letters, the Washington Jobs Initiative has received 78 letters of support from state agencies, organized labor, industry associations, economic development districts, educational institutions, and community-based organizations (CBOs) as well as Washington Governor Jay Inslee, Senators Patty Murray and Maria Cantwell, Washington's Congressional Delegation, and many others. These letters are in the appendix.

### *Role of Statewide System Partners in Good Jobs Challenge*

#### *Industry Leaders (Excludes employer and labor tables mentioned in 2A.)*

- **Washington Roundtable**: Strategic support and employer activation for Good Jobs Challenge and sector strategies focusing on larger statewide employers. Chair the BPL committee.

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*Note: Career Connect Washington Key Terms defined in supplemental documents*

- **Association of Washington Business:** Strategic support and employer activation for this grant and sector strategies focusing on smaller employers, rural Washington, and manufacturing.
- **Washington State Labor Council:** Activation of member unions and regional labor councils in support of sector strategies. Lead quarterly meetings of Labor Leadership Group.
- **Washington STEM:** Leads data and metrics, equity leadership, and supports activation of regional networks and program builders.

**Cross-Agency Work Group:** This group of state agencies meets quarterly (with key representatives meeting bi-weekly) to coordinate state agency efforts to scale up and expand high-quality work-based learning opportunities in communities across the state. All members of the Cross-Agency Work Group will support the work of the Good Jobs Challenge and the sector strategies.

- **Washington State Student Achievement Council:** In addition to their role as lead entity, WSAC will support data and metrics tracking, program awareness, and coordination of **Washington College Grant** (financial aid for income-eligible residents pursuing a postsecondary credential).
- **Washington State Department of Commerce:** Activate Commerce sector leads to support employer engagement.
- **Department of Labor and Industries:** Activate the Registered Apprenticeship system to grow Registered Apprenticeships to support sector strategies.
- **State Board for Community and Technical Colleges:** Activate community and technical colleges and industry leads (Centers of Excellence). Continue to staff Career Launch endorsement.
- **Employment Security Department:** Manage strategic grantmaking during Program Design and Implementation. ESD has successfully played this role throughout the history of CCW.
- **Office of Superintendent of Public Instruction:** Activate K-12 schools, Skill Centers and work-based learning coordinators in support of Good Jobs Challenge and sector strategies.
- **Workforce Training & Education Coordinating Board:** Activate local Workforce Development Boards and American Job Center programs and advise on implementation.

### *Role of Equity Leadership in Good Jobs Challenge*

- **Washington State Office of Equity** will be engaged to ensure accountability when reaching and serving communities experiencing inequities. Will provide training for majority white-led entities and employers whose programs serve people of color and others who experience inequities. Will promote the growth of workforce training programs among Washington state agencies.
- **The Equity Advisory Network** is a mutually beneficial network of 30+ equity-focused CBOs and/or BIPOC partners who provide strategic input on key aspects that advance CCW equity goals. This network is co-convened quarterly by WA STEM and Regional CCW leaders.
- **Governor's Poverty Reduction Workgroup** will support coordination of federal and state resources (e.g. SNAP, TANF, WIC) to aid trainees and increase the participation of existing benefit recipients in Career Launch programs.
- The **Student & Early Professional Advisory Council** meets quarterly and includes graduates of Career Launch programs. Council members inform CCW's outreach, communications, and program outreach strategies, provide insight on bright spots and identify gaps, such as wraparound supports needed to make programs more equitable and accessible.
- **CBO Partners:** In 2021, CCW distributed \$1.1M to cultivate partnerships with CBOs and drive equity in programs. Work funded included outreach for STEM programs, development of Career Explore videos for rural youth, and targeted outreach campaigns for Latinx families. Through the Good Jobs Challenge, we will grow this approach by providing funds to CBOs

to provide wraparound supports and outreach to underserved communities to increase the diversity of participants.

### *Sector Backbones, Regional Networks, and Program Builders in Good Jobs Challenge*

- **Sector Backbones** are industry-focused leads who have been identified through a competitive procurement process. The role of sector backbones is to promote collaboration and coherency within their sector, bring together organizations that represent the voice of the local community, and prioritize employer outreach and integration to scale or create Career Launch programs. These organizations will develop sectoral strategies (Section 5B) that will be implemented with the support of Good Jobs Challenge resources.
- **Regional Networks** represent nine sub-regions and include Washington’s Economic Development Districts. These networks create a regional strategy aligned with economic and worker needs with a focus on expanding high-quality work-based learning opportunities. They serve as the work-based learning hub in their region, convening a network of employers, educators, organized labor, CBOs, and government leaders monthly.
- **Program Builders** work closely with employers and training providers to manage the creation and scaling of specific work-based learning opportunities. For new programs, program builders design an endorsement-ready Career Launch program. For existing programs, they develop a scaling plan to increase enrollment across industries and regions.

## **SECTION 3: WASHINGTON REGIONAL DESCRIPTION**

### *Description of Regional Needs*

Washington is home to over 7.7M people with the majority (66%) living in five counties. Thirty-five of Washington’s 39 counties have a **median household income** below the statewide median, and median income fluctuates based on race and gender. As an early epicenter of the COVID-19 pandemic and one of the first states to put in aggressive mitigation efforts, Washington saw **massive job losses** (346,712 jobs). As of October 2020, Washington recaptured 60% of jobs lost, but Washington’s **unemployment rate** is still higher than the national average, with **disproportionate impact** on BIPOC workers, women, and low-income workers without a postsecondary credential. In addition, Washington struggles with lack of workforce diversity including access to opportunities for underrepresented populations and unequal development of workforce programs.

### *Sector Prioritization for Good Jobs Challenge*

In 2021, CCW conducted extensive employer engagement including individual interviews with employers and facilitated group conversations. Employers repeatedly said they lack opportunities to collaborate effectively with other employers to address shared workforce needs. For example, employers lack awareness and understanding of existing workforce programs and investments. Consequently, employers shoulder the burden of creating “one-off”

### **Washington Statewide Features**

#### **POPULATION**

7.7M  
3.4M Employed

#### **DEMOGRAPHICS**

67.5% White  
4% Black  
13% Hispanic or Latino  
10% Asian  
2% American Indian  
& Alaska Native  
5% Two or more races

#### **MEDIAN SALARY**

\$41,939 - \$94,974  
depending on county

#### **POSTSECONDARY CREDENTIAL**

46% of resident over 25  
(varies by race)

#### **POVERTY RATE**

18.4% - 6.9%  
depending on county

Source: **US Census**

programs or struggle to participate even when scalable programs and co-investors exist within their sector. This results in duplicative programs in some areas and large gaps in others.

Based on this feedback, CCW selected six industries that share the characteristics below.

- High employer need and worker opportunity (especially for unemployed workers)
- High number of “quality jobs” with pathways to a livable wage
- Strong employer leadership with a desire to collaborate and hire
- Play a critical role in Washington’s equitable recovery
- Build on or fill gaps in CCW’s existing program portfolio

### **Prioritized Sectors – Challenges and Opportunities**

Good Jobs Challenge resources will support the development and implementation of sector strategies supported by the sector backbones described below. These strategies will help grow and scale high-quality Career Launch programs to meet the needs of employers and workers.

The **Advanced Manufacturing & Aerospace** sector employs more than 284,000 people in quality jobs and contributes over \$60 billion in goods annually to Washington’s economy. The majority of aerospace and manufacturing employers in Washington are aware of and utilize CCW programs to meet their talent needs, but with such a large workforce and changing conditions, increased awareness and program scaling is critical. **AWB Institute** (AWBI) and **Aerospace Futures Alliance** (AFA) will co-lead the sector backbone work. These organizations will work directly with manufacturers to build partnerships with other sectors across the state, including IT, to create a more resilient industry and expand workforce opportunities. In addition, AWBI and AFA will leverage their 6,000+ members to showcase the value of Career Launch programs and recruit new participants from across Washington with an explicit focus on women and BIPOC communities.

The **Construction** sector includes over 203,000 jobs and 17,000 openings. Construction faces challenges as a predominately white (75%) industry with 50% of job openings in trade positions (e.g. electricians, carpenters, and plumbers). **AGC of Washington Education Foundation**, working closely with **WA Building Trades** and the **Construction Center of Excellence**, will scale existing apprenticeship opportunities in craft positions across the state, with a focus on catalyzing opportunities in urban growth areas and leveraging organized labor to target diverse participants. Construction is building on a strong history of Registered Apprenticeship development and will use the Good Jobs Challenge to continue to diversify its workforce. This investment will also provide Washington with a skilled talent pool to support the Federal infrastructure investments.

Washington’s bold leadership in **Energy & Clean Tech** through the strongest suite of **climate legislation** in the nation is driving new job creation and requires more trained workers. The median salary for this sector (\$79,301) is above the statewide median and there are over 55,000 jobs across Washington, including over 2,000 openings. This sector provides attainable entry-level jobs without advanced education requirements. Employers are finding it hard to keep up with growing workforce demand and have not previously collaborated to engage in comprehensive workforce planning or pathway development. The **CleanTech Alliance** in partnership with the **Center of Excellence for Clean Energy**, as sector backbones, will build off a 2021 CCW-facilitated meeting of Clean Tech CEOs, workforce development leads, and Governor Inslee to build a sectoral partnership and develop new Career Launch programs targeting underserved communities who face the steepest impacts of climate change.

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*Note: All labor market data in this section is from EMSI data and McKinsey analysis. Any other sources are linked.*

The **Financial Services** sector employs over 95,000 Washingtonians and had over 15,000 job openings in 2020. The median salary (\$75,201) is on par with the statewide median and entry-level roles can grow into great careers. Employer engagement through the sector backbone, **Washington Bankers Association** (WBA), allowed CCW to learn from employers' HR leads that this sector has faced perception issues that have led to diversity challenges and historical underinvestment in workforce development. Through the Good Jobs Challenge, we will leverage major investment by employers to diversify the workforce through Career Launch while coordinating employers across Washington to partner with CBOs and labor groups to target underrepresented communities.

The **Healthcare** sector has over 439,000 jobs in Washington and will have an annual growth of 1.9% over the next three years, including almost 30,000 job openings for those with less than a Bachelor's degree. Given the increased need created by the pandemic, this industry will continue to face challenges meeting employment demand in all regions of Washington. Employers in this sector face common hiring challenges but rarely work together on shared workforce development programs. The **SEIU's Training Fund** will lead as sector backbone to catalyze the growth of multi-employer Registered Apprenticeships and Career Launch programs to fill worker shortages in Registered Nurses and Nursing Assistants, building on their success in occupations like Medical Assistant, Pharmacy Technician, and Sterile Processing Technician.

The **IT & Cybersecurity** sector has a median salary (\$101,384) almost \$30,000 above the statewide median. In addition, the 3-year annual growth rate is 1.65% (174,397 job openings in 2021) and the pandemic accelerated digital transformations, increasing employers' urgency to fill critical positions. The IT sector faces two main obstacles, lack of workforce diversity (67% white) and limited pathways to employment (higher education requirements). CCW is leveraging **Computing for All** as its sector backbone to address both challenges. Computing For All will address diversity through partnerships with the **Governor's Committee on Disability Issues and Employment**, the **Statewide Equity and Inclusion Council**, and the **Washington Technology Industry Association**. It will work directly with employers to create new Career Launch programs to address their most pressing hiring needs while earning participants a credential.

### **Comprehensive Economic Development Strategy Alignment**

CCW leverages regional networks across Washington to create scale while also addressing specific regional needs and differences. Washington has eight Economic Development Districts with an active Comprehensive Economic Development Strategy (CEDS). To show alignment with Washington's active CEDS and demonstrate regional support, we have signed letters of support in our appendix that demonstrate specific points of alignment with the CCW strategy. Key points of alignment with Washington's active CEDS are:

- Focus on developing an educated and skilled workforce with an emphasis on apprenticeship opportunities for high school graduates.
- Development of new regional skill centers connected to current and emerging industries that meet the needs of local and statewide employers.
- Statewide focus on Energy & Clean Tech including hydropower and other renewable energy technologies.
- Elevated importance of focusing on diversity and inclusion to create a more diverse workforce, including a focus on BIPOC, women, and low-income and rural workers.

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*Note: All labor market data in this section is from EMSI data and McKinsey analysis. Any other sources are linked.*

Further, the Washington Jobs Initiative application supports the Washington Good Jobs Challenge applications of Workforce Southwest and King/Pierce/Snohomish Workforce Development Councils. We look forward to collaborating in the future in pursuit of our common goals for Washington workers.

## SECTION 4A: COMPONENTS OF CCW'S STATEWIDE WORKFORCE SYSTEM



### *System Development: Leveraging existing Career Connect Washington Statewide System*

The Washington Jobs Initiative will leverage the existing investment employers, educators, governmental agencies, students, and families have made in developing the CCW strategy (Section 1B). Therefore, we will not be requesting funding for System Development. See the chart above for milestones achieved to-date.

### *Program Design: Investing in Sectoral Strategies and expanding Sectoral Partnerships*

The key deliverables for the Program Design phase are detailed sector strategies developed by our six sector backbone organizations in response to the needs of those who are unemployed or looking to upskill in their sector. Each sectoral strategy will include a detailed plan to increase diversity of workers within the sector including specific tactics to reach and enroll unemployed workers. Details and milestones for these strategies are detailed in Section 5b.

### *Program Implementation: Implementing Sector Strategies and Supporting WA Workers*

During Program Implementation, the key deliverable will be the implementation of six sector strategies including growing new Career Launch programs, scaling Career Launch programs across regions including rural Washington, investing in wraparound supports to serve the workers engaged, and investing in CBOs to increase outreach to historically underserved communities and unemployed workers. Details and milestones for this phase are detailed in Section 5B.

## SECTION 4B: ALIGNMENT WITH EDA'S INVESTMENT PRIORITIES

**Recovery & Resiliency:** Our six industry sectors show resiliency and the ability to recover from the pandemic through forecasted occupational growth over the next three years, deep employer commitments to hire, and the availability of quality jobs with median salaries at or above Washington's statewide median. In addition, Career Launch and Registered Apprenticeship programs are critical to providing participants with credentials, work experience, and transferable skills that give participants a competitive advantage even during economic downturns. This

includes job progression, career growth, and soft and hard skills that can be transitioned to other industries. Our application also includes investments to increase outreach and support to unemployed Washingtonians to ensure they can reenter the workforce. To further drive resiliency, CCW has a focus on developing and engaging students to create a talent pipeline for aging industries and to equip Washington workers with skills and competencies necessary for a quality career. Fully supporting Washington's recovery means developing a highly skilled workforce that can support critical employers (especially in the Advanced Manufacturing & Aerospace sector) who are essential to supporting our state and national supply chains.

**Other Areas of EDA Priority Alignment:** Both **Workforce Development** and **Equity** are core tenets of the CCW strategy. This includes goals for participation and completion rates that are equitable across participant demographics and includes targeted outreach and equity-focused advisory councils. In addition, Washington Jobs Initiative is focusing on the **Manufacturing** sector and addressing employer challenges in Washington, as well as **Environmentally Sustainable Development** through a pipeline of new workers in Clean Technology that can support this booming industry.

## SECTION 4C: NUMBER AND TYPES OF JOBS EXPECTED

### *Overall Anticipated Impact through the Good Jobs Challenge*

Good Jobs Challenge resources will enable CCW to double down on our existing work to connect Washingtonians for quality jobs, increase their wages, and expand our reach into BIPOC, low-income, and rural populations that are disproportionately impacted by the pandemic. We estimate the impact of the Washington Jobs Initiative over 36 months will be 5,000 workers served, 3,150 job placements, and 150% wage gain for completers all while achieving a 50% increase in the diversity of workers we serve.

### *CCW Data Systems and Impact Estimates*

CCW has robust systems and processes to gather and analyze worker data to measure impact and drive decision-making. CCW's data infrastructure leverages Washington's State Longitudinal Data System (SLDS), administered the **Education Research Data Center** and supported through a network of data sharing agreements across multiple state agencies. The **Office of Superintendent of Public Instruction, State Board for Community & Technical Colleges**, 4-year colleges and universities, **Department of Labor & Industries**, and **Employment Security Department** provide worker-level demographics, K-12, post-secondary, apprenticeship, and State wage data for workers served by CCW programs to the SLDS. The Education Research Data Center, in turn, matches these records and provides results to CCW. **Washington STEM** analyzes and visualizes these results and facilitates a monthly workgroup which utilizes these data to understand worker enrollment and completion trends, disaggregated by program, region, worker race/ethnicity, income, and more (see dashboard [here](#)). We will leverage this data system to track the impact of Good Jobs Challenge-supported programs to validate our projections in this application and drive overall decision making.

### *Estimating Workers Served based on CCW Track Record*

Washington's proposal builds off a successful model of leveraging state funding to serve workers through CCW. We estimated the number of workers served through the Washington Jobs Initiative funding by analyzing CCW's current impact. To estimate the cost per student, we used

a subset of publicly allocated funding focused only on Career Launch program creation and expansion. For the two-year period from July 2019-June 2021, CCW received \$6.7M of state and \$3.8M of Federal WIOA funding. This funding served 1,406 new workers at an average cost of \$7,425/ worker served. These funds were deployed during the early years of CCW and developed a robust infrastructure of new apprenticeship and CCW programs, as well as tools and techniques for outreach and awareness building that will be leveraged for this grant. Further, CCW has invested significant resources in preparation for Good Jobs Challenge implementation including the selection of sector backbones, the identification of employer commitments, and the organization of statewide partners. Thus, we believe, we can increase the efficiency of our efforts for the Good Jobs Challenge to a cost of \$5,000/worker served. Applying this estimate to our \$25M request, will allow us to serve 5,000 workers over the next three years.

### Job Types Prioritized in Good Jobs Challenge Application

CCW is prioritizing high-quality jobs that meet a specific employer need. The jobs below were sourced by sector backbones directly through employer commitments gathered in support of this application. They represent critical jobs to Washington’s equitable recovery.

Sector	Prioritized Jobs (example)	Annual Job Openings	Median Wage (Hrly)	Benefits	Union Membership
Financial Services	Financial Services Sales Agent	860	\$28.11	YES	N/A
	Retail Bank Managers <sup>1</sup>	4,110	\$31.35	YES	N/A
IT & Cybersecurity	Information Security Engineer	2,610	\$44.24	YES	N/A
	Software Developers	41,090	\$67.05	YES	N/A
Advanced Manufacturing & Aerospace	CNC Operator	140	\$28.58	YES	YES
	Machinist	1,140	\$25.45	YES	YES
Clean Tech / Energy	Energy Engineers	290	\$50.48	YES	YES
	Electricians	2,002	\$36.39	YES	YES
Healthcare	Nursing Assistant	4,990	\$17.29	YES	YES
	LPN	790	\$28.71	YES	YES
Construction	Construction Managers	1,680	\$49.51	YES	N/A
	Construction Labors	6,800	\$23.78	YES	YES
<b>Total</b>		<b>103,493</b>	<b>\$45.00</b>		

<sup>1</sup>Data is for all First-Line Supervisors of Office and Administrative Support Workers

### Estimating Income Gains

Individual income gains will differ by worker depending on their prior roles. Historically, CCW has prioritized youth and workers looking to launch or re-launch their careers. Typically, these workers are moving from unemployment/underemployment or short-term work to sustainable living wage jobs. The median wage for a Washingtonian without any postsecondary credential is **\$18.20/hour**. The average wage of our prioritized jobs above is \$45.00/hour. This represents a \$26.80/hour or 147% income gain. This does not take into account benefit increases and total hours worked (i.e. moving from underemployment to full-time).

### Anticipated Job Outcomes as a Result of the Good Jobs Challenge Grant

Career Launch programs including Registered Apprenticeships are unique compared to other worker training programs because they start with a job. Workers are placed in their eventual placement job (or in a job on the pathway to their placement job) at the beginning of the program.

Participants	5,000
Completion Rate	63%
Job Placement	3,150

Therefore, we estimate job placement rates will mirror program completion rates. Completion rates are based on Washington’s estimated postsecondary completion rates for the class of 2019 and validated by [national benchmarks](#).

## SECTION 4D: WHY THE WASHINGTON JOBS INITIATIVE IS ACHIEVABLE

Washington’s application builds off a multi-year track record of success. CCW has been identified as a national model and is part of multiple national cohorts ([PAYA](#), [Gates / JFF Building Equitable Pathways](#)) of workforce intermediaries implementing successful strategies around the country. Further, our application includes employer commitments to make 31,644 hires over the next three years in partnership with CCW. If only 10% of those commitments are achieved through the Good Jobs Challenge, we will meet our goal of 3,150 job placements. Since beginning implementation in 2019, we already have case studies of programs that have rapidly scaled at a pace that justifies the impact estimates we have made. These data points give us confidence in our ability to achieve the impact proposed in this application. These are three examples of many within the CCW strategy:

Program	Affiliated Organizations	Workers Enrolled
Engineering	Clark College, MacKay Sposito	206
Information Technology	Skagit Valley College, Everett College; City of Everett, City of Arlington	124
Applied Management in Agriculture	Columbia Basin College, 17 different employers including BioGrow, ConAgra, Syngenta and more	81

## SECTION 4E: TARGET PROGRAM PARTICIPANTS

### *Washington’s Commitment to Equity in Good Jobs Challenge Implementation*

Ensuring equitable access and outcomes for Washington workers is at the center of the CCW strategy. We intentionally focus on populations furthest from opportunity, especially workers of color, Indigenous workers, low-income workers, rural workers, and workers with disabilities. We acknowledge that systemic racism has held workers back and we aspire to build an anti-racist system. CCW’s equity goal is that race, income, geography, gender, citizenship status, and other demographics and worker characteristics will no longer predict the outcomes of Washington’s workers. Achieving this goal means that every Washington worker has equitable access to work-based learning programs, with an emphasis on Career Launch. Furthermore, this goal requires equitable enrollment, completion, and living wage career entry across all regions in our state. Currently, each CCW grant recipient is held accountable to achieve these goals as they build new programs. Regional Networks are evaluated on reaching these goals each quarter.

### *Estimated Demographics of Good Jobs Challenge Participants*

CCW has prioritized building an understanding of the [demographics](#) of our program enrollees (including race, gender, income, rurality, ability, foster youth, homeless youth, English language learner, and other relevant categories) and comparing those demographics to the demographics of the statewide population in order to assess progress against our equity goal. Given this grant provides resources to further invest in wraparound supports and CBO-driven outreach to historically underrepresented communities (Section 5C), we believe we can increase the diversity of participants we serve compared to our current programs. The table outlines our estimates for the demographics of workers we will serve. For underrepresented demographic groups

where CCW's baseline performance already matches or exceeds the state average, our goal is to overrepresent our state population. For other underrepresented demographic groups, our goal is to match the state average. For low-income workers, we will target 60% participation to focus our efforts on serving Washingtonian's most vulnerable workers.

Racial Demographic Group	GRANT PROJECTIONS			
	% of Participants	# of Participants	% of Completion	Jobs Placed
American Indian/Alaskan Native	2.3%	114	63%	72
Asian	8.1%	405	63%	255
Black/African American	5.7%	285	63%	179
Hispanic/Latino of any races (s)	22.9%	1,145	63%	721
Native Hawaiian/Other Pacific Islander	2.2%	111	63%	70
Two or More Races	7.4%	370	63%	233
White	51.4%	2,571	63%	1,619
<b>Total</b>	<b>100%</b>	<b>5,000</b>	<b>63%</b>	<b>3,150</b>

Other Demographic Group	% of Participants	# of Participants	% of Completion	Jobs Placed
Female	48.3%	2,415	63%	1,521
English Language Learners	7.4%	370	63%	233
Homeless	7.4%	368	63%	232
Low-Income	60.0%	3,000	63%	1,890
Workers with Disabilities	14.2%	710	63%	447
Rural Workers	20.3%	1,015	63%	639

### Stakeholders Impacted by Good Jobs Challenge

Employer, organized labor, community-based organizations, K-12, and higher education stakeholders will be involved and impacted by this work. Each Career Launch program requires multiple employers to be engaged. We estimate programs supported through this grant will engage an average of three employers given the mix of new and scaling programs.

Participants	5,000
CL Programs Supported	100
Employers Engaged	300
CBOs Engaged	200

Further, Career Launch programs often leverage CBOs in the role of program builders and we will expand our CBO funding to provide wraparound supports and lead outreach to underserved communities to ensure equitable participation in Career Launch programs. We estimate an average of two CBOs will be involved in each Career Launch program funded. See table for a summary of the impacts.

## SECTION 5A: ESTIMATED FUNDING REQUEST

The table outlines the CCW regional system's budget request under the Good Jobs Challenge.

**Financial Sustainability:** CCW is not requesting funding for System Development. Since 2019, Washington state has invested significant funding in CCW for System

	Timing	Budget Request	% Budget Request
Grant Management	0-36 months	\$1.5M	6%
System Development	N/A	\$0.0M	0%
Program Design	0-12 months	\$1.9M	8%
Program Implementation	7-36 months	\$21.6M	86%
<b>Total</b>	<b>0-36 months</b>	<b>\$25.0M</b>	<b>100%</b>

Development through a leveraged funding model. CCW has recurring state funding from the [Workforce Education Investment Act](#), discretionary funding from the Federal [Workforce Innovation and Opportunity Act](#) (WIOA), the State General Operating Fund, and State Capital Fund. These sources fund CCW's 9 Regional Networks and 40+ program builders. Through June 2021, \$10M in state operating funds, \$6M in state capital funds, and \$8M in Federal

WIOA funds have been distributed to expand work-based learning. In addition, philanthropic organizations have contributed over \$5M, and employers are estimated to contribute over \$228 million for wages and supervision of participants each year. Demonstrating the state's strong commitment to CCW, Washington's Legislature committed an additional \$19M in operating funds and \$7M in capital funds through FY23. CCW's braided funding will enable CCW to sustain the system through and beyond the life of the Good Jobs Challenge. See appendix for Graphic of CCW Leveraged Funding Model.

**Program Design:** \$1.9M is requested for Program Design which will support the development of robust sector strategies in six prioritized sectors. Funds will also support metrics and performance gathering, sector backbone technical assistance, equity and labor leadership, and overall strategy and implementation support during the first 12 months of the grant.

**Program Implementation:** \$21.6M is requested for Program Implementation. The majority of these funds will support program builders, CBOs, and regional networks, to grow Career Launch programs within the sector strategies. Funds will be distributed through four competitive grant pools (administered through the Employment Security Department) aligned with CCW's strategy of deploying resources to grassroots organizations across the state. Funds will also support metrics and performance gathering, sector backbone technical assistance, equity and labor leadership, and overall strategy and implementation support during months 13-36.

**Grant Management:** \$1.5M is requested to support WSAC's role as lead entity and to support overhead and administration including fund distribution and data and impact reporting.

## SECTION 5B: ANTICIPATED PROJECTS BY PHASE

### *Program Design: Developing Sector Strategies and expanding Sectoral Partnerships*

The key deliverable for the Program Design phase will be the development of sectoral strategies in six prioritized sectors. Sector strategy development will be led by backbone organizations in collaboration with sectoral partnerships including employers, organized labor, CBOs, and educational institutions. Sectoral backbones will tailor strategies to each sector including:

- Engage employers to understand talent needs and target occupation cluster(s) with high demand and projected growth. (Q3 2022)
- Work with CCW coalition to identify gaps in current training program landscape. (Q3 2022)
- Plan for scaling existing programs and creating new programs to fill gaps. (Q4 2022)
- Activate organized labor, employers, industry associations, and other members of sectoral partnerships to review and provide feedback on sectoral strategies. (Q1 2023)
- Engage with CCW Regional Networks to ensure strategies include plans to scale high-quality programs regionally including specific focus on rural communities. (Q1 2023)
- Secure new employer commitments to participate in programs within sector strategy including expanded conditional hiring commitments and signed MOUs. (Q1 2023)
- Work with CCW to engage CBOs in providing feedback on sector strategies and preparing wraparound service provision and outreach to underserved communities. (Q1 2023)

### *Program Implementation: Implementing Sector Strategies (Q2 2023 - Q3 2025)*

The key deliverable for the Program Implementation phase will be the implementation of sector strategies. CCW will continue to invest in the capacity of backbone organizations to manage sectoral partnerships, secure employer commitments to participate in Career Launch programs, and manage the implementation of the sector strategies.

To execute this work, we have designed four competitive grant pools to deploy resources to CCW partners across the state. This strategy allows CCW to be responsive to the changing needs of employers and workers, promote diversity in the programs we fund, focus on accountability and performance, and ensure, through a competitive process, that the most impactful organizations are working on the Washington Jobs Initiative. The four grant pools are:

1. **Program Building Grants:** To support program builders (like [AJAC](#) and [Mentors in Tech](#)) to create Career Launch programs to fill sector gaps including working with employers to translate needs into skills and competency-based training models, recruiting new employers, and helping employers to implement new skills-based hiring practices.
2. **Regional Scaling Grants:** To support Regional Networks in scaling successful programs across Washington, including meeting the unique challenges of rural geographies like North Central Washington or reaching areas of dense urban populations that can be overlooked.
3. **Wraparound Supports Grant:** To support local CBOs to provide wraparound supports (Section 5c) to workers participating in Career Launch programs in line with sector strategies.
4. **CBO Grants for Underserved Worker Outreach:** To support CBOs who have the regional context and relationships to reach underserved communities. These funds will allow for more individualized interactions and supports to communities facing greater barriers to participation.

CCW has been successful supporting grant recipients through grant funding and technical assistance to develop and scale Career Launch programs that result in job placements for Washington workers. Examples of the programs that may be funded include:

- **IT & Cybersecurity:** Scale [AWS Cloud Computing Career Launch Program](#) and [Cyber Security Career Launch program](#) across employers (including Microsoft, Amazon, Google, and Accenture). Develop new programs to address employer needs in Data Center Technicians.
- **Financial Services:** Leverage the WBA HR leadership group to build on and scale the [BankWorks](#) job training program across the financial services industry and state.
- **Advanced Manufacturing and Aerospace:** Scale AJAC's [Manufacturing Academy Career Launch](#) program across AWBI and AFA's 6000 members in Washington state.

## SECTION 5C: ANTICIPATED BARRIERS TO WORKER PARTICIPATION

### *Barriers to Worker Participation*

In 2020, CCW conducted an [equity survey](#) with its partners to better understand barriers to participation in and completion of work-based learning programs for those workers furthest from opportunity. Two broad themes emerged from the responses: 1) the need for dedicated program staff to guide participants through programs and connect them with wraparound support services, particularly for students furthest from opportunity and 2) logistics and equipment access pose a significant challenge to students, particularly transportation, access to technology, and scheduling of programs.

Based on the results of this survey, CCW worked with the [Office of Superintendent of Public Instruction](#) to solidify funding for a [Tribal Liaison](#) to facilitate access to and support enrollment in work-based learning opportunities for tribal students. In addition, CCW created Regional Equity Funds to support underrepresented populations including youth, BIPOC, women, and rural communities. Below are two examples of work that has been funded to date:

- **King and Pierce Counties:** Creation of a BIPOC-led Regional Advisory Cohort (BRAC). BRAC will provide a framework to (1) learn from the voice of BIPOC leaders and build

relationships with them for equitable design and delivery of work-based learning within the Regional Network; and (2) invest in BIPOC-led organizations to scale their work-based learning programs, wraparound support services, and innovations.

- **Southwest Washington:** Funded two Rural Career Navigators to build capacity for student support for engaging in Career Launch programs and cultivating direct relationships with community members including Native American, Latinx, migrant, English-learning, and low-income communities.

### *Wraparound Services*

We will augment existing equity funding through our Wraparound Support grant pool. Based on the equity survey and data we have seen across Washington we know that several areas will be critical to prioritize in supporting unemployed and underemployed workers.

- **Childcare:** Lack of affordable childcare keeps **133,000 workers** out of Washington's labor force. Childcare vouchers and stipends are tools we will use to address this barrier. This may include working with employers to expand on-site programs or developing relationships with CBOs to help participants find resources in their local area.
- **Transportation:** This includes purchasing gas cards, purchasing transit passes, and regularly chartering vehicles to take participants to work sites.
- **In-Program:** Increasing access to financial aid, supplies, equipment and mentorship through stipends, loans, staff time, and individualized "just in time" supports. As well as helping participants apply for financial aid through the **Washington College Grant** and benefits programs like SNAP, WIC, and TANF (see **Governor's Poverty Reduction Workgroup**).
- **Post-Program:** Connecting participants to mentors and career coaching at the end of their Career Launch program to ensure they feel prepared to enter the workforce, look for and apply for quality jobs, and build a professional network to set them up for long-term success.

Other wraparound services will be funded based on specific regional needs. CCW will work with CBOs to understand these needs and provide solutions to address them. We will prioritize flexible, participant-focused interventions.

### *Targeted Outreach to increase Diversity of Program Participants*

Good Jobs Challenge funds will provide CCW two opportunities to increase our outreach to historically underserved communities in order to increase the diversity of participants:

- We will create a dedicated grant pool for grassroots CBOs to increase diversity of participants in CCW programs, through organizational capacity building, program development, targeted outreach, and more.
- We will devote resources to further building out and increasing the reach of the CCW program directory which is designed to promote awareness of programs to workers around the state. In addition, the CCW directory directs participants to available **wraparound supports**. CCW will expand this part of the directory in alignment with our grant funding in this area.