

**Workforce Investment Board of Merced County  
Program Planning and Development Committee  
Dept of Workforce Investment – Large Conference Rm  
1880 W. Wardrobe Avenue, Merced, CA  
Thursday, April 27, 2006, 3:00–4:30 p.m.  
Meeting Agenda**



[www.co.merced.ca.us/wi/wib/wib.html](http://www.co.merced.ca.us/wi/wib/wib.html)

- 
1. Call to Order and Roll Call .....
  2. Approve Agenda .....
  3. Approve Minutes (November 30, 2005).....
  4. Public Opportunity to Speak .....
  5. Action Agenda .....
  - a. Marketing Plan..... Alfredo Mendoza
  - b. Addition to ETPL-Central Valley Massage Institute..... Alfredo Mendoza
  6. Information Agenda.....
  - a. Update on Robert Wood Johnson Foundations Grant..... Alfredo Mendoza
  7. Presentation.....
  - a. Update on Healthcare-.....Bob Molmen, Business Services Representative
  8. Chair Comments .....
  9. Next Meeting Date/Time—May 25, 2006, 3:00-4:30 p.m., Department of Workforce Investment, 1880 W. Wardrobe Ave/Large Conference Room .....
  10. Adjourn .....

“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared, and thoroughly knowledgeable.”

**Workforce Investment Board  
Program Planning and Development Committee  
Dept of Workforce Investment – Large Conference Room  
1880 W. Wardrobe Ave, Merced, CA  
Wednesday, November 30, 2005, 3:00 – 4:30 P.M.  
Meeting Minutes**



<http://web.co.merced.ca.us/wi/wib/subcommittees/subcommittees.html>

---

**Members Present:** Andrea Baker, Don Bergman, Sharon Cresswell, Phil Flores, Peter Fluetsch (Vice Chair), John Fowler, Carol Greenberg, Mike Sullivan (Chair)

**Members Absent:** Nicolas Benjamin, Ernie Flores, Scott Galbraith, Anne Newins, Al Romero  
Thomas Tsubota

**Others Present:** Dave Davis, Patricia Hinson, Sandy Lemas, Alfredo Mendoza, Joanne Presnell

---

**1. Call to Order and Roll Call:** The Chair called the meeting to order at 3:12 p.m. Roll call was taken.

**2. Agenda:** It was *M/S/C Fluetsch/Bergman* to approve the agenda as published.

**3. Approve Minutes:** It was *M/S/C Bergman/Flores* to approve the August 25, 2005 minutes.

**4. Public Opportunity to Speak:** None

**5. Action Agenda:**

**a. Eligible Training Provider's List Policy:** It was *M/S/C/ Fowler/Bergman* to accept the revised Eligible Training Provider's List Policy, and forward to the Workforce Investment Board for approval.

**b. Supportive Services Policy:** It was *M/S/C Fluetsch/ Bergman* to accept the new Supportive Services Policy, and forward to the Workforce Investment Board for approval.

**6. Information/Discussion Agenda:**

**a. Frontline Workforce Development Grant Requirements:** Staff informed the committee about the first stage requirements needed to apply for the grant. The Chair asked staff to present a draft letter of intent at the next meeting.

**b. Medical Assistant Lattice Timelines:** Staff updated the committee regarding the timeline on the Medical Assistant Lattice . This grant is a regional project to conduct a study on medical assistants. There will be a medical assistants survey to be conducted between January–June 2006. This information will be given back to the four counties for their review. A final report is expected by January 2007. The Center of Public Policy Studies at California State University Stanislaus has submitted a proposal, and will meet with Department staff to further discuss the survey and negotiate a counter proposal.

**7. Chair Comments:** The chair requested the date for next meeting stay as planned until further notice.

Program Planning and Development Committee

November 30, 2005

Page 2

**8. Next Meeting Date/Time:** The next meeting is December 22, 2005, 3:00-4:30 p.m., Department of Workforce Investment, 1880 W. Wardrobe Ave, Large Conference Room.

**9. Adjourn:** The meeting adjourned at 3:40 p.m.

Minutes prepared by Patricia Hinson.

**TO: Program Planning & Development**

**DATE: 04/27/06**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Marketing Plan**

**PROPOSED MOTION (S): Approve the Marketing Plan and forward to the WIB for final approval.**

**DISCUSSION: On September 28, 2004, the Workforce Investment Board approved the WIB/Worknet Marketing Plan. The Marketing Plan has been modified to reflect the WIB/Worknet policy of Business First.**

**ATTACHMENT (S): Marketing Plan**

**Merced County Workforce Investment Board  
and Worknet One-Stop System  
Marketing Plan**

Revised  
April 2006

Merced, California

## **1. POSITION STATEMENT**

The Merced County Workforce Investment Board (WIB) was established in June of 2000 pursuant to the federal Workforce Investment Act of 1998. The WIB is the successor to the previous Private Industry Council (PIC). The staff “arm” to the WIB is the Department of Workforce Investment (Dept. of WI) established in 1982 with the Federal Job Training Partnership Act. For twenty years, the WIB and the predecessor PIC have overseen Dept. of WI delivery of job-training services in Merced County.

Dept. of WI is also contracted to be the “One Stop” operator for workforce services, coordinating with other workforce agencies through “Worknet” of Merced County.

The Workforce Investment Board is the policy-making body, while Worknet is the service delivery organization. Because the WIB establishes policy and contracts for services, this marketing plan covers both WIB and Worknet.

**Mission:** The WIB’s mission statement is:

“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared and thoroughly knowledgeable.”

**Products and Services:** The **Workforce Investment Board** does not directly offer services to outside clients. Rather, the WIB is the policy-setting body, which guides the workforce system in Merced County.

**Worknet** is the One-Stop service delivery system, coordinated by the Department of Workforce Investment as the One-Stop operator. Worknet (the One Stop system) offers services and information to businesses and individual jobseekers through a system of Worknet one-stop centers:

- Workshops on resume writing, job search, and interviewing techniques
- Career development information for any member of the public
- Assistance to economic development organizations in presenting and marketing resources to prospective employers
- Entrepreneurial development and follow-up services

**Services to Employers:** These are listed by the services that are used most by employers.

- **Recruitment, pre-screening, and referrals of job applicants.** The employer provides the job requirements and the candidates are pre-screened accordingly. The employer makes the decision on who is hired.
- **On-The-Job Training (subsidized).** The employer contracts with the WIB/One-Stop operator, interviews and selects the eligible client, prepares a training plan with staff for the client, and is reimbursed for a portion of the training expense. A cost savings can be realized by the employer due to reimbursements for the extraordinary costs of training.

- Customized training for businesses. A training plan is developed and implemented to assist an employer in providing skills and training to a group of employees.
- Tax Advantages. For the Merced-Atwater Enterprise Zone, the WIB/Dept. of WI serves employers by certifying ("vouchering") qualified employees for Enterprise Zone tax credits. The State EDD certifies individuals in target populations for the federal Work Opportunity Tax Credit and Welfare-to-Work Tax Credit.
- Consulting on personnel practices. This is provided at the request of employers.
- Labor market information. Vast amounts of local information to assist in making important business decisions are available.
- Testing job applicants. Applicants are tested for skills and qualifications specified by the employer.
- Space for interviewing. An interview room is provided for interviewing applicants. Video conferencing equipment is available for long distance interviewing.
- Rapid Response. Staff comes to the aid of an employer who is downsizing to provide options for the personnel who are being released such as employment retraining information.

Services to Job Seekers: Worknet provides services to eligible persons seeking employment and training.

- Recruitment, assessment, pre-screening and job referrals. Securing employment for clients evolves around these activities.
- Job Search workshops. Provides information on how to look for work, prepare for an interview, and keep a job once obtained.
- Labor Market Information. A valuable aid in determining a career choice.
- Resume assistance. Many employers require resumes along with the employment application and WIB/Dept. of WI provides training and coaching in this skill.
- Phone banks, computers, and resource library. Tools available for those looking for work.
- Career counseling. Assists individuals in determining their career alternatives.
- School based and Work based training, retraining. Necessary when a person needs to learn new job skills, update old ones, or is considering a career change.
- Basic Education and GED. Is available for those deficient in reading and/or math and do not have a high school diploma.
- Supportive Services. Information regarding available supportive services is provided.
- Eligible Training Provider List. A list of training providers who are determined eligible by the state to provide training funded by the Workforce Investment Act.

## 2. MARKET ANALYSIS

The market has been classified into four categories: Businesses, Job Seekers, Community and Political Leaders, and general awareness. Different methods are needed to reach the four different segments of the market

**1. Businesses:** The business market addressed by this plan falls into three areas:

- Existing Merced County employers that have been successful for job placement in the past. This is the primary market and is the most fruitful, with its base of repeat customers.
- Other existing businesses in Merced County. These are already here and are easily contacted; they may know WIB/Dept. of WI by word of mouth.
- Businesses outside Merced County, which may expand here. These are the most difficult to reach and it involves working with economic developers. Outside businesses may know or have experience with other WIA providers.

Services offered to businesses can be addressed to new employees or their existing employees.

The WIB needs to address this market in order to secure increased participation in the WIB from employers. Worknet needs to address this market in order to make sure Worknet services are known and used by employers.

**2. Job Seekers:** Job seekers may include any person who is seeking new or better employment, not only the unemployed or economically disadvantaged. In addition, youth are a specific identifiable segment of the broader market of job-seekers.

Worknet has a critical need to address job seekers in order to inform them of Worknet program services, and to build general awareness of Worknet. The WIB has a lesser need to address job seekers in order to assure that they know WIB/Worknet services are open to all.

**3. Political and Community Leaders:** These leaders may include: legislators (state, federal, and local), members of various community boards, business leaders, agricultural leaders, educators, and economic developers.

The WIB needs to address these leaders in order to obtain their participation, support and cooperation for the WIB. Worknet needs to address these leaders in order to ensure that community leaders are aware of Worknet program services and results, and are able to address constituents.

**4. General Awareness:** Although not a critical need, the general public needs to be addressed as part of the marketing program. Creation of a general awareness of the WIB and Worknet will help address job seekers, and will support efforts with political and community leaders.

### **3. GOALS OF THE MARKETING PLAN**

#### **Mission and Goals**

In general, the marketing mission is to:

- present the Workforce Investment Board (WIB) as the policy maker, influencer, facilitator, and change agent for workforce development in Merced County, and
- present Worknet as the service provider carrying out workforce development activities.

An active marketing program will make the WIB more politically effective and help develop useful relationships. Active marketing of Worknet allows customers to know about services in order to take advantage of them. In addition, employers can benefit from using services and both can save money.

Specifically, the marketing campaign should:

- Create a positive name recognition for the WIB, one that is well known and respected.
- Clarify/amplify image with employers, to make employers aware of the services offered and how they would benefit from using them.
- Assume a position of preeminence for contact in job training by being the first point of contact by both employers seeking qualified employees and job seekers desiring job training and employment opportunities.
- Increase visibility among the economically disadvantaged/dislocated worker clientele, so that those in need of services will know what the services are and how to access them.

#### **The Message: Desired Image for the WIB and Worknet**

WIB attributes which will be stressed as the message in the marketing campaign:

- The WIB is a private-public team
- The WIB represents experienced leadership
- The WIB makes a difference
- The WIB is local business driven, and voluntary
- The WIB is authoritative, yet user-friendly
- The WIB is dedicated, professional, competent
- The WIB establishes community standards for workforce development
- The WIB serves needs of employers and job seekers
- The WIB generates new resources for Merced County
- The WIB directs the services network

Worknet attributes which will be stressed as the marketing message:

- Worknet is helpful, easy, simple and user friendly
- Worknet is 'the place to go', with three convenient locations
- Worknet is one stop for all your needs
- Worknet is for everyone, not just special populations
- Worknet is professional and reliable
- Worknet is low cost
- Worknet offers business services, like on-the-job training
- Worknet has community resources

#### 4. MARKETING STRATEGY

##### Media Choice

“Media” includes any method by which the message can be delivered, ranging from casual personal contact to broadcast media such as radio and television. All forms of media were considered in developing the choices recommended in this plan. Of particular importance is considering the degree to which a message can be targeted to a particular audience, and the cost of the media.

The following page illustrates the degree of targeting and cost of the various media choices available. Specific media choice is listed below by target markets, which were identified earlier in this Plan. The choices are further identified as to their relevance for the WIB or Worknet.

##### Effective Choices for Communicating with the Employer Market

###### **About the WIB**

Direct mail/e-mail  
 Personal contact  
 Presentations (PowerPoint)
 

- Employer Advisory Council
- Enterprise Zone workshops
- ETP orientations
- Business and civic groups

 Radio public service announcements  
 Brochures  
 Personal contact by business services representatives

###### **About Worknet**

Personal contact by business services representatives  
 Message: personal representatives  
 Piggyback on events such as Job Fairs  
 Networking

##### Effective Choices for Communicating with the Market of Job Seekers

###### **About the WIB**

No specific activities targeted; will simply benefit from the overflow of activities targeted to other audiences

###### **About Worknet**

Mall kiosk  
 Billboards  
 Building signage  
 How can Job Fair be improved?  
 Media placement – personal profiles  
 Radio  
 EDD profiling and target mail  
 Maybe cable TV  
 Videos

**Effective Choices for Communicating with Political and Community Leaders****About the WIB**

Personal contact  
E-mail – Newsletter (Combine Worknet with WIB information)  
Direct mail – Consistent, repetitious  
Brochure  
Website – cross-market and mention in other publications, links from other sites (i.e., Chamber, Merced Net, California Chambers, MCAG, City, etc.)  
Piggyback events  
Invite legislators to receive awards  
Invite legislators to present awards  
Invite legislators to visit/tour Worknet

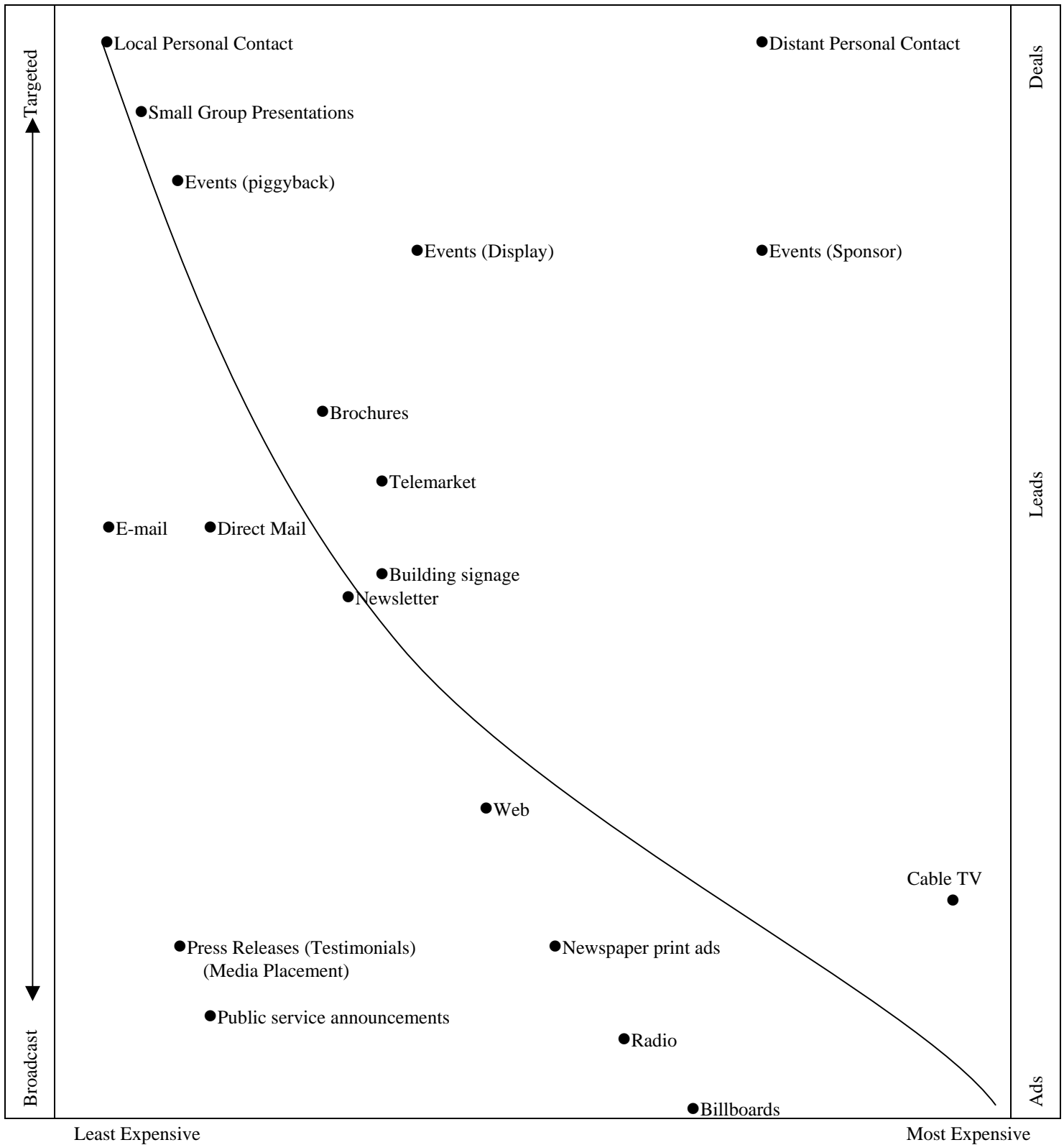
**About Worknet**

This will primarily be “overflow” from other activities targeted to other markets. However, overview information and testimonials expressed in brochures will be particularly helpful.

As appropriate, all marketing and advertising on behalf of the Workforce Investment Act and Worknet will include the Workforce Investment Board name and logo.

The Worknet Customer Satisfaction Survey is currently the mechanism used to measure customer satisfaction and customer awareness of the Worknet One-Stop system and is also the tool used as the method to evaluate marketing effectiveness. The responses are compiled and entered into the Case Management System and a monthly Participant Data Report is generated and reviewed by staff, the Worknet Leadership Team and WIB committees. As appropriate and viable, decisions regarding marketing strategies are considered and implemented. An annual face-to-face employer survey is also used to evaluate customer satisfaction and customer awareness of the Department’s business services.

MEDIA EXPOSURE TO COST CURVE



“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared, and thoroughly knowledgeable.”

**TO: Program Planning & Development**

**DATE: 4/27/06**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Eligible Training Provider List (ETPL) Addition**

**PROPOSED MOTION(S): Approve Central Valley Massage Institute, Massage Therapy Training for addition to the State ETPL.**

**DISCUSSION: The Workforce Investment Board approved an ETPL policy on June 20, 2000. The Workforce Investment Act requires that training providers who wish to access WIA funds must submit applications to be placed on the state training list. Providers must meet all local and state criteria; agree to provide approved training to WIA-enrolled participants; supply required client data for long-term follow-up and they must agree to abide by all WIA-required regulations and/or laws.**

**The application from Central Valley Massage Institute for its Massage Therapy Training is complete and meets the requirements for inclusion in the ETPL. The program is registered by the Bureau for Private Post-Secondary and Vocational Educational (BPPVE). Length of the program is 500 hours. Cost of the program is \$6,015.00.**

**ATTACHMENT(S): Application**

01. Provider Code (FEIN)  
560928477  
02. CIP Code  
51.2501

03. Signature Code  
04. Agency Code  
05. Date Received by EDD  
06. Local Program Code

# WORKFORCE INVESTMENT ACT TRAINING PROGRAM APPLICATION

Provider Name  
**Central Valley Massage Institute**

07. Program Name  
Massage Therapist Certification

08. Program Description  
A program that prepares individuals to provide relief and improved health and well-being to clients through the application of manual techniques for manipulating skin, muscles, and connective tissues.

09. Training Site Address  
792 Loughborough Drive

City, State  
Merced, CA

10. ZIP  
95348

11. County  
Merced

12. Listed On Other State's ETPL  
 1-Yes  
 2-No

13. ADA Compliant  
 1-Yes  
 2-No

14. Total Hours Of Instruction  
500

15. Credits

16. Non-Credit  
 1-Yes  
 2-No

17. Credit Time  
 1-Semester  
 2-Quarter

Total Program Cost  
18. Tuition \$6000.00  
19. Fees \$15.00 (STRF)  
20. Expenses \$  
Total \$6015.00

21. Mode Of Delivery  
 1-Classroom  
 2-Internet  
 3-Correspondence  
 4-Broadcast  
 5-Computer Based Instruction

When Program Is Offered  
22. Days  1-Yes  2-No  
23. Evenings  1-Yes  2-No  
24. Weekends  1-Yes  2-No

25. Frequency of Offering  
 1-Weekly  
 2-Monthly  
 3-Quarter  
 4-Semester  
 5-Other

26. BPPVE Approval Status  
 1-Approved  
 2-Temporary Approval  
 3-Registered  
 4-Exempt  
 9-Not Applicable

27. BPPVE Approval Expiration Date  
3/19/07

28. Other BPPVE Approved Programs  
 1-Yes  
 2-No

29. Registered Apprenticeship  
 1-Yes  
 2-No

30. Registered Date

Other List Criteria:  
31. CDE Approved  1-Yes  2-No  
32. COCCC Approved  1-Yes  2-No  
33. Proven Effectiveness *No longer used*  
34. Employer Support *No longer used*  
35. Industry Authorized *No longer used*

36. Continuing Education Units (CEU)

37. CEU Granting Institution

38. Resources Required  
 1-Yes  
 2-No

39. Program Goal  
 1-Skill Attainment  
 2-Certificate  
 3-Registration  
 4-License  
 5-Associate Degree  
 6-Baccalaureate Degree  
 7-Other


40. Credentialing Body

41. Projected Hourly Wage After Program Completion  
\$15.52

42. Prerequisites  
High school diploma or equivalent, must be 18 years of age or older.

43. Skills Sets  
Somatic bodywork including Swedish Massage athletic Massage, Prenatal Massage, Chair Massage, Shiatsu, and Pain Management Techniques.

# WIA Training Program Application (continued)

44. Curriculum		45. Relevant Occupations (Soc/O*Net Code)	
Course Code	Course Title	Code	Title
31-9011.00	Massage Therapy	31-9011.00	Certified Massage Therapist
		46. Relevant Occupation Recommendation	
		Soc/O*Net Category	Description
<b>Accessibility</b> 47. On-Site Parking <input checked="" type="checkbox"/> 1-Yes <input type="checkbox"/> 2-No 48. Public Transportation <input checked="" type="checkbox"/> 1-Yes <input type="checkbox"/> 2-No 49. Disabled Student Access <input checked="" type="checkbox"/> 1-Yes <input type="checkbox"/> 2-No 50. Sign Language <input type="checkbox"/> 1-Yes <input checked="" type="checkbox"/> 2-No 51. Other Languages <input type="checkbox"/> 1-Yes <input checked="" type="checkbox"/> 2-No 52. Other <input type="checkbox"/> 1-Yes <input checked="" type="checkbox"/> 2-No		53. Target Audience Adults (age 18 and up) 54. Average Class Size 10-20 55. Equipment to be Used Massage Table & Massage Chair	
<b>INITIAL PERFORMANCE INFORMATION</b>			
56. Period Begin Date	57. Period End Date	58. Participant Universe	59. Average Hourly Wage at Placement
60. Program Completion Rate	61. Entered Employment Rate	62. Skill/Credential Attainment Rate	63. Retention Rate
I certify that the information submitted on this application is true and correct. I also agree to supply the required performance information and seed data on all students in order to calculate performance measures for subsequent eligibility determination. In addition, all performance outcome data shall be made available upon request for audit purposes.			
64. Printed Name of Provider Representative Michael Perce		65. Title Administrator	66. Date 3/29/06
Signature 			



**Employment  
Development  
Department**

State of California

# WORKFORCE INVESTMENT ACT TRAINING PROVIDER APPLICATION

01. Provider Code (FEIN)

560928477

For Internal Office Use Only

02. Subgrantee Code

03. Agency Code

04. Local Provider Code

05. Provider Name

Central Valley Massage Institute

06. Legal Name (if Different)

07. Mail Address

792 Loughborough Drive

City, State

Meroed, CA

08. ZIP

95348

09. Main Phone

(209) 384-2164

10. Main E-Mail

11. Web Site Address

12. Administrative Contact Name

Michael Perce

13. Administrative Contact Title

Administrator

14. Administrative Contact E-Mail

15. Administrative Contact Phone

(209) 756-1316

16. Administrative Contact Fax

(209) 384-2177

17. Admissions Phone (if different)

(209) 384-2100

18. Financial Aid Phone (if different)

( )

19. Accreditation

1-Yes

2-No

20. Accrediting Body

Bureau of Private Postsecondary and Vocational Education (BPPVE)

21. HEA Eligible (Pell Grant)

1-Yes

2-No

22. Financial Aid Available

1-Yes

2-No

23. Online Registration Available

1-Yes

2-No

24. Institution Type

1-Public

2-For-Profit

3-Non-Profit Religious

4-Non-Profit Public Benefit

5-Mutual

6-Other

25. Provider Type

1-University

2-College

3-Faith Based Organization

4-Community Based Organization (CBO)

5-Vocational

6-Postsecondary

7-ROC/P

8-Other

Additional Services

26. Job Placement Assistance  1-Yes  2-No

27. Career Assessment  1-Yes  2-No

28. Career Counseling  1-Yes  2-No

29. Tutorial Services  1-Yes  2-No

30. ESL Courses  1-Yes  2-No

31. GED Assistance  1-Yes  2-No

32. On-Site Childcare  1-Yes  2-No

33. Other  1-Yes  2-No

ETPL EPVA

**TO: Program Planning and Development**

**DATE: 04/27/06**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Robert Wood Johnson Foundation Grant Update**

**PROPOSED MOTION(S): For Information Only.**

**DISCUSSION: The Robert Wood Johnson Foundation 2006 Frontline Workforce Development call for proposal has been published. Up to eight grants will be awarded through this first round of funding. Applicants may apply for grants of up to \$425,000 over three years. Up to \$575,000 over three years may be available for a limited number of partnerships in which the number of participating employers, number of affected employees or other circumstances warrants more substantial funds. Golden Valley Health Centers, Merced College and WIB staff will meet to discuss details about the specifics of the grant.**

**Key Dates and Deadlines**

**May 18, 2006 (3 p.m. EDT)—Deadline for receipt of full online proposals.**

**June 30, 2006—Finalists are notified.**

**July 10–July 28, 2006—Site visits with finalists.**

**September 1, 2006—Grants are awarded.**

**ATTACHMENT(S): Jobs to Careers: Promoting Work-Based Learning for Quality Care**



Robert Wood Johnson Foundation

## **Jobs to Careers:** Promoting Work-Based Learning for Quality Care



**2006 Call for Proposals**

**Proposal Deadline**

May 18, 2006

## Program Overview

(Please refer to the specific sections for more detail.)

### Purpose

*Jobs to Careers: Promoting Work-Based Learning for Quality Care* will support partnerships to advance and reward the skill and career development of incumbent workers who provide care and services on the front lines of America's health and health care systems. The program seeks to develop and redesign systems that support and institutionalize learning and career advancement and test new models of work-based learning.

### Eligibility Criteria (page 9)

Jobs to Careers will support projects that involve emerging or existing partnerships of at least one health or health care employer and at least one educational institution (e.g., a community college) that provides academic credit or an industry-recognized credential. Eligible applicant organizations are employers, educational institutions or other organizations within the partnership that are public entities or nonprofit organizations tax exempt under Section 501(c)(3) of the Internal Revenue Code. Only one organization representing the partnership may submit a proposal.

### Key Selection Criteria (page 10)

A complete list of criteria can be found on page 10.

### Total Awards

- Up to eight grants will be awarded through this first round of funding.
- Applicants may apply for grants of up to \$425,000 over three years. Up to \$575,000 over three years may be available for a limited number of partnerships in which the number of participating employers, number of affected employees or other circumstances warrants more substantial funds.

### Key Dates and Deadlines

- **April 3 (1 p.m. EDT) and April 5, 2006 (3 p.m. EDT)**—Informational Web conferences for interested applicants (optional).
- **May 18, 2006 (3 p.m. EDT)**—Deadline for receipt of full online proposals.
- **June 30, 2006**—Finalists are notified.
- **July 10–July 28, 2006**—Site visits with finalists.
- **September 1, 2006**—Grants are awarded.

### How to Apply (page 13)

All proposals must be submitted through the RWJF Grantmaking Online system. For detailed formatting instructions, and to prepare and submit your proposal, please visit <http://grantmaking.rwjf.org/dfw1> prior to drafting your proposal.

For inquiries or application instructions, please contact:

Marta Frank, *Deputy Director*  
Jobs to Careers National Program Office  
Jobs for the Future  
Phone: (617) 728-4446  
E-mail: [mfrank@jff.org](mailto:mfrank@jff.org)

[www.jtcp.org](http://www.jtcp.org)

## Background

## Challenges for the Frontline Workforce

A capable and diverse health and health care workforce is necessary to improve the health and health care of all Americans. The Robert Wood Johnson Foundation (RWJF) makes investments to build specific fields within health and health care to help ensure that our nation has a well-trained workforce providing high-quality care and services. As the nation's population ages and grows more diverse, as demand for public health services increases and as new technologies require new skills, stronger systems of human resource development and innovative approaches to learning are needed.

The *Jobs to Careers* initiative was established to meet the needs of workers delivering direct health care and services—a diverse group, such as medical assistants, health educators, laboratory technicians, substance abuse counselors and home health aides—and their employers, who require a skilled and stable frontline workforce. These workers practice in settings such as acute care hospitals, long-term care institutions, behavioral and community health centers, and public and community health organizations. They provide their patients and clients with preventive and early intervention services, chronic illness management strategies, and long-term and post-hospitalization rehabilitative care.

These workers—4.7 million of them in the United States—earn less than \$40,000 per year on average, have a Bachelor's level education or less, and lack credentials that would allow independent practice. (For further description of frontline workforce occupations, see "Defining the Frontline Workforce," available on the RWJF Web site at <http://www.rwjf.org/files/publications/DefiningFrontlineWorkforce.pdf>.)

Frontline workers often receive limited formal training; instead, they often learn from peers and through "trial and error" experience, which may compromise service

and care delivery. Jobs also lack clear standards and competency requirements, with limited supervisor attention to employee skill development and advancement. These factors, combined with workers' perceptions that they are not recognized for their contributions, are associated with high turnover, increased costs and compromised quality.

Supported by research that shows a connection between reduced turnover and increased quality of care and service delivery, employers seeking to train and retain workers more effectively have begun to implement strategies to improve supervision, mentoring, wages and benefits; support training and career ladders; and bolster human resource policies that support skill and career development. The Jobs to Careers initiative seeks to learn from, advance and build on these approaches. Central to the program are the following concepts:

1. *System Redesign.*

Jobs to Careers seeks to support innovations and the redesign of management, educational or operational systems to improve the skill development and career options of frontline workers. Jobs to Careers projects must work toward systems changes such as modifications to workers' roles; revised management and human resource policies and practices; and new working relationships between employers and educational institutions to provide work-based education and training. Improvements in these systems should be both sustainable and institutionalized by employers, educational institutions and other organizations within the partnership. Specific examples could include a community college and health employer jointly creating a job function-related curriculum for work-based learning; agreements among several employers to use the same training material for a certain job classification; a clearly defined career map leading to jobs with higher levels of pay and responsibility; or rewards such as revised release time policies, academic credit and alternative tuition arrangements.

We expect projects to redesign systems so that new methods become routine practice in these institutions, leading to improvements in the health of the populations they serve, the quality of life of their workers, and the strength of the health care system as a whole.

2. *Partnerships.*

To drive systemic change, Jobs to Careers will support partnerships involving employers, educational institutions and other organizations that contribute resources or services to the effective redesign of education and training systems and implementation of proposed programs (e.g., labor unions, Workforce Investment Boards, community agencies). Effective, sustainable changes in the way that frontline workers are trained and advanced cannot be made without institutional changes within each of these organizations, and in their working relationships with each other. For the purposes of this solicitation, "educational institution" refers to any public or private institution that can provide academic credit or an industry-recognized credential (e.g., community, four-year and technical colleges; community-based organizations; certifying or accrediting bodies that provide training).

3. *Work-Based Learning.*

A central goal of Jobs to Careers is to test work-based learning methodologies as a complement to other skill and career development strategies. Work-based learning is one of many approaches to adult learning, and entails methods of education and training that capture, document, formalize and reward the learning that occurs within one's job. Work-based learning methods are developed through new partnerships between employers and educational institutions and use curricula that are driven by workplace needs. They also establish a clear set of structured expectations and competencies, reward workers for progress and achievement, and are embedded in the operations of the employer institution to ensure that learning is continuous. Work-based learning methods

developed by Jobs to Careers projects should result in academic credit or industry-recognized credentials for achievement.

## The Program

Jobs to Careers: Promoting Work-Based Learning for Quality Care is a four-year, \$15.3 million national initiative of the Robert Wood Johnson Foundation, in collaboration with the Hitachi Foundation. It seeks to advance the skill and career development of incumbent workers providing care and services on the front lines of our nation's health and health care systems. The project is based on the belief that a skilled and stable frontline workforce is critical to assuring high-quality care and service delivery for patients and communities. The initiative will support partnerships of employers, educational institutions and other organizations to expand and redesign systems to create lasting improvements in the way that institutions train and advance their frontline workers, and to test new models of education and training that incorporate work-based learning. In addition, Jobs to Careers expects to offer a limited number of research grants under a separate solicitation; more information about this component of the program will be available later in 2006.

Jobs to Careers will award up to eight implementation grants through this first round of funding. Partnerships that include a single employer may apply for grants up to \$425,000 over three years. Up to \$575,000 over three years may be available for a limited number of partnerships in which the number of participating employers, number of affected employees or other circumstances warrants more substantial funds.

### 1. Grant Requirements and Expected Outcomes.

Proposals should describe projects that will develop, refine and institutionalize systems to enhance the skills and career development of frontline workers and ultimately affect the quality of care and service delivery within the employer institution. Proposals must also describe: (1) the roles of partners; (2) the

roles, demographics and job functions of the project's targeted job categories; (3) the system barriers and potential system improvements to support learning and career advancement of workers in these categories; and (4) the proposed learning vehicles and the role of each in meeting the identified needs of targeted workers, including where the work-based learning will take place. Projects may include a variety of education and training methods and modalities, but must incorporate work-based learning as described earlier in this call for proposals.

Proposals may include up to six months of planning to complete the work necessary to finalize an implementation plan. Planning time may be used to solidify partnerships and service commitments, refine and finalize an employer and employee needs analysis, or conduct other program design work. Applicants submitting proposals that include a planning phase will be asked to identify which project aspects will be finalized during the planning phase and to describe their process for completing that work. The total grant period will be 36 months for all grantees; projects that include a planning phase of six months will have 30 months for implementation. *Please note that only a small number of total grants awarded may include a planning phase.*

Projects supported through the Jobs to Careers program must include activities that:

- target low-wage, frontline health and health care workers in job categories least likely to have educational and advancement opportunities;
- involve frontline worker and supervisor representatives in project decision-making;
- develop and test a work-based learning model and remove barriers that separate teaching and learning from the workplace;
- are accessible to frontline workers and reward workers for successful participation (e.g., through higher wages, improved earning potential, academic credit or certification opportunities);

- advance the skills and knowledge of frontline workers and develop strategies to increase racial and ethnic diversity at higher occupational levels within the employer institution(s); and
- demonstrate how the diversity of the frontline workforce can contribute to improvements in care and service delivery.

By the end of the grant period, successful projects will have:

- adopted policies within all partner organizations that support and institutionalize skill and career development opportunities for frontline workers;
- created and implemented work-based learning models that lead to worker rewards;
- trained an initial cohort of the employer's or employers' frontline workforce;
- mapped career progression opportunities and established clear access methods for front-line workers;
- developed—with assistance from the Jobs to Careers evaluators and national program office staff—metrics to measure the success of the project, including metrics to determine the return on investment for the partnership's employer(s) and others; and
- identified and effectively used multiple sources of funding (including external sources) to support the costs of training and education that will be sustained beyond the grant period.

2. *Evaluation and Monitoring.*

An independent research group selected and funded by RWJF will evaluate the program. As a condition of accepting RWJF funds, grantees will be expected to participate in the evaluation and meet RWJF reporting requirements. Grantees also will be required to submit periodic information needed for overall project performance monitoring and management. Project directors will be required to attend periodic meetings and give progress reports on their grants.

3. *Learning Collaborative and Technical Assistance.*

Grantees will be expected to participate in a national learning collaborative, coordinated by the Jobs to Careers national program office, to share challenges, successes and lessons learned, including two required peer learning meetings each year for employer partners. This national learning collaborative will also include periodic Web-based discussion groups and small group teleconferences. In addition, each grantee will receive individualized technical assistance from the national program office, via phone calls and site visits, to help refine and implement their projects.

---

**Eligibility Criteria**

To be eligible for funding, each partnership must include at least one employer and one educational institution. Employers may include a single employer (e.g., a hospital) or a network of employers (e.g., a group of community health centers) that employ frontline workers (as defined on page 3) in settings that include, but are not limited to, acute care hospitals, long-term care institutions, behavioral and community health centers, and public and community health organizations.

Educational institutions may be any public or private institution that can provide academic credit or an industry-recognized credential (e.g., community, four-year and technical colleges; community-based organizations; certifying or accrediting bodies that provide training).

Partnerships are encouraged to include other organizations that contribute resources or services to the success of the partnership, such as labor unions, Workforce Investment Boards and community agencies.

Only one applicant organization representing the partnership may submit a proposal. The applicant organization may be an employer, educational institution, labor union or community organization.

Applicants may be either public entities or nonprofit organizations that are tax exempt under Section 501(c)(3) of the Internal Revenue Code.

---

**Selection Criteria**

All proposals will be evaluated based on the following criteria:

- A solid understanding of the workforce development needs and barriers of the targeted employees;
- A feasible project design that addresses business and organizational challenges and the related skill development needs of incumbent frontline workers;
- A history of organizational and leadership commitment to the proposed project, including support from chief executives, leaders of human resource departments, supervisors and frontline workers in partner organizations;
- Evidence of commitment to:
  - create or expand learning systems to support structured work-based learning and career development for frontline health and health care workers in job categories least likely to have educational and advancement opportunities;
  - use innovative learning and training strategies for adult learners;
  - map and support career pathways for frontline workers;
  - reward worker achievement with financial rewards, advancement or academic credit or certification; and
  - involve frontline workers and supervisors in planning and decision-making;
- Innovativeness, effectiveness and sustainability of the proposed system changes;
- Evidence of the lead organization's ability to implement the proposed project and system change activities;
- Evidence that additional resources can be secured to help support and sustain the cost of education and training; and
- Evidence of the partnership's ability and commitment to sustain the initiative beyond the funded project period through the adoption of policies and

practices that facilitate effective training and career development for frontline employees.

Proposals requesting a planning phase will also be evaluated on the feasibility of the planning activities resulting in a fully developed implementation plan that incorporates all the grant requirements described earlier.

The program strives to have a balanced portfolio of grantees, and will seek to fund projects from a range of geographic regions, a variety of health and health care settings, and projects that represent a variety of employee groups served.

## Use of Grant Funds

Grant funds may be used to support costs associated with the development and implementation of the proposed project. Priorities for use of grant funds include coordinating and supporting partnership functions; analyzing and implementing needed system changes; and developing and testing pilot education or training activities that can be refined, expanded and sustained with matching resources.

Budgets may include planning costs, and need not be divided equally across the three-year grant period. Applicants will be asked to submit a budget narrative that describes how budget items are related to the project plan and systems change activities. In addition, applicants will be asked to describe how activities will be sustained beyond the grant period.

Applicants requesting more than \$425,000 should describe how the additional funds add value to the project in terms of scale of outcomes, depth and breadth of systemic change, opportunities for programmatic innovations, or other benefits. Budgets should also reflect the cash or in-kind matching contribution the partners will contribute in order to implement the proposed project and institutionalize the changes resulting from it.

In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the costs of their health care, to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, or as a substitute for funds currently being used to support similar activities.

## How to Apply

The application process has two steps: (1) the submission of a full online proposal, line-item budget, budget narrative, work plan, and Collaborating Entities Agreement form describing all partners, their roles, and the resources each organization is committing to the project; and (2) participation in a site visit, if selected as a finalist.

All proposals for this program must be submitted through the RWJF Grantmaking Online system at: <http://grantmaking.rwjf.org/dfw1> no later than 3:00 p.m. EDT on May 18, 2006. Proposals that are mailed, faxed or are received late will NOT be considered.

Please direct all inquiries about the program, selection criteria or application requirements to:

Marta Frank, *Deputy Director*,  
Jobs to Careers National Program Office  
Jobs for the Future  
Phone: (617) 728-4446  
E-mail: [mfrank@jff.org](mailto:mfrank@jff.org)  
[www.jtcp.org](http://www.jtcp.org)

This program will develop a National Advisory Committee that makes funding recommendations to Foundation staff. All grant decisions are made by RWJF. The Foundation does not provide individual critiques of submitted proposals.

## Program Direction

Direction and technical assistance for this program are provided by the Jobs to Careers national program office (NPO) located at:

Jobs for the Future  
88 Broad Street  
Boston, MA 02210  
Phone: (617) 728-4446  
Fax: (617) 728-4857  
E-mail: [mfrank@jff.org](mailto:mfrank@jff.org)

Responsible staff members at the NPO are:

- Jerry Rubin, M.C.P., *Director*
- Marta Frank, R.N., M.P.A., *Deputy Director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Victor Capoccia, Ph.D., *Senior Program Officer*
- John Lumpkin, M.D., M.P.H., *Senior Vice President and Director, Health Care Group*
- Jane Lowe, Ph.D., *Senior Program Officer*
- Sallie Petrucci George, M.P.H., *Program Associate*
- Maureen Cozine, M.P.H., *Communications Officer*
- Mary Quinn, *Grants Administrator*

## Timetable

### March 23, 2006

RWJF Grantmaking Online system is available to applicants.\*

### April 3, 2006 (1 p.m. EDT)

### April 5, 2006 (3 p.m. EDT)

Informational Web conferences for interested applicants (optional).

### May 18, 2006 (3 p.m. EDT)

Deadline for receipt of full online proposals.

### June 30, 2006

Finalists are notified.

### July 10–July 28, 2006

Site visits with finalists.

### September 1, 2006

Grants are awarded.

\* All proposals must be submitted through the RWJF Grantmaking Online system. All applicants should log in to the system and familiarize themselves with online submission requirements well before the final submission deadline. Program staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, the program will not accept late applications.

*Jobs to Careers* is sponsored by the Robert Wood Johnson Foundation, in collaboration with the Hitachi Foundation.

### **About the Robert Wood Johnson Foundation**

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, the Foundation works with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change. For more than 30 years the Foundation has brought experience, commitment, and a rigorous, balanced approach to the problems that affect the health and health care of those it serves. When it comes to helping Americans lead healthier lives and get the care they need, the Foundation expects to make a difference in your lifetime. For more information, visit [www.rwjf.org](http://www.rwjf.org).

### **About the Hitachi Foundation**

The Hitachi Foundation ([www.hitachifoundation.org](http://www.hitachifoundation.org)) is a nonprofit, independent, philanthropic organization established to enhance the well-being of economically isolated people in the United States. We systematically invest in path breaking practices for use by business and nonprofit organizations to mutually address community problems. These practices alleviate conditions that perpetuate poverty and also help to strengthen business.

**Sign up to receive e-mail alerts on upcoming calls for proposals at:**

***<http://subscribe.rwjf.org>***



**Robert Wood Johnson  
Foundation**

Route 1 and College Road East  
P.O. Box 2316  
Princeton, NJ 08543-2316

March 2006