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DEPARTMENT OF LABOR, LICENSING & REGULATION

Solicitation for Implementation Grant Proposals

Issue Date: January 30th 2014

Employment Advancement Right Now
EARN Maryland

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STATE OF MARYLAND

Maryland Department of Labor, Licensing and Regulation

<u>KEY INFORMATION SUMMARY SHEET</u>

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Solicitation for Grant Proposals: Employment Advancement Right Now
EARN Maryland

Solicitation Issue Date: Thursday, January 30, 2014

Solicitation Issuing Office: Department of Labor, Licensing and Regulation
Office of the Secretary

Grant Officer: Elisabeth A. Sachs
Office of the Secretary
500 N. Calvert Street, 4th Floor
Baltimore, Maryland 21202
E-mail: earn.jobs@maryland.gov

Proposals are to be sent to: Department of Labor, Licensing and Regulation (DLLR)
500 North Calvert Street, 4th Floor
Baltimore, MD 21202
Attention: Elisabeth A. Sachs

Pre-Proposal Conference: Friday January 31st at 1 p.m. via webinar
**Register for the webinar by visiting
www.earn.maryland.gov.**

Submission of Questions: All questions pertaining to this Solicitation should be submitted via email to the following email address, **earn.jobs@maryland.gov**, no later than **Friday, February 21, 2014**. Questions will be answered in a timely manner. All questions and answers will also be posted to the EARN Maryland website at www.earn.maryland.gov.

Closing Date and Time: Monday March 31, 2014 at 3:00 p.m.

Grant Duration: June 15, 2014 – June 30, 2016

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SECTION 1 - GENERAL INFORMATION

1.1   Introduction

1.1.1   The Department of Labor, Licensing and Regulation (DLLR or the Department) is issuing this Solicitation for Grant Proposals from qualified organizations to implement Workforce Training Plans that meet employers' workforce needs, advance the skills of Maryland workers, grow the State's economy, and increase sustainable employment for working families.

1.1.2   No limit on the number of Implementation Grants to be funded has been set.

1.1.3   DLLR's determination of award amounts will depend on several factors including but not limited to: the number and strength of proposals received, the amount of funding required for individual Workforce Training Plans and the funds available at the time of award.

1.1.4   Applicants are strongly encouraged to submit a grant request that does not exceed $150,000. Grant requests in excess of that amount will be considered on a case by case basis, must be fully detailed and justified, and may be reduced in the actual award.

1.2   Abbreviations and Definitions

For purposes of this Solicitation for Grant Proposals, the following abbreviations or terms have the meanings indicated below:

a.   **Credential** – A recognized educational diploma, certificate or degree, occupational license, apprenticeship certificate, industry- recognized certification, or award for skills attainment and completion, issued by an approved training provider in the State or third-party credential provider.

b.   **Certificate of Good Standing (also known as a "Certificate of Status" or "COGS")** – An official document from the State Department of Assessments and Taxation that indicates the status of the entity as of the date on the certificate. If an entity is in good standing, it means the entity is properly registered with the Department, all documents and fees required to be submitted to the Department have been received, and that no other State agency has notified the Department the entity is delinquent in tax payments. Government entities and community colleges are not eligible to obtain a COGS.

c.   **DLLR or the "Department"** – Department of Labor, Licensing and Regulation.

d.   **Employment Advancement Right Now (EARN) Maryland** – A new state-funded, competitive workforce and economic development grant Program and the funding source for this Solicitation.

e.   **Family Sustaining Wage –** Income that reflects Maryland Living Wage standards, but also takes into consideration household factors such as number of people in the home, number of wage earners, number and ages of children, and domicile location within the State, and involves employment that will be ongoing, not short term.

f.   **Fiscal Agent –** Individual within the Lead Applicant organization who is responsible for performing all financial management duties of the grant and accepts responsibility for the proper use of grant funds, managing and documenting grant expenditures (including disbursement to Subgrantees, where applicable), and submitting financial reports for the grant.

g.   **Grant Officer –** The State representative who will manage the resulting grant awards. The Department may change the Grant Officer at any time by written notice to the Lead Applicant.

h. **High-Demand Occupation** – An occupation that has a significant presence within target industries, is in demand by employers, and *pays or leads to* payment of a family-sustaining wage.

i. **Identifiable Skill** – The attainment of proficiency in a specific work-related skill that is likely to lead to future job advancement and improvement in an individual's earning potential.

j. **Implementation Grant (IG**) – Funding to implement the SIP Workforce Training Plans

k. **Job Skills Training** – Job skills training is defined as vocational training that results in an identifiable job skill or credential. An identifiable skill is the obtainment of proficiency in/of a specific work related skill that is likely to lead to future job advancement and improvement in an individual's earning potential. Proficiency can be defined by industry standards or a target industry's own statement of proficiency with justification.

l. **Job Readiness Training** – Training for the purpose of assisting and supporting low- and no-skilled workers in overcoming individual barriers to employment and developing the skills required by industry necessary to maintain employment and to qualify for skills training opportunities. Job readiness training may include development of professional skills, such as communication and problem-solving, time management, occupational skills development, GED preparation, and literacy advancement, financial stability services, including financial coaching, credit counseling, transportation and child care.

m. **Lead Applicant** – The entity designated by the Partnership to serve as the Fiscal Agent for the partnership for the purposes of the Implementation Grant. The Lead Applicant will also be responsible for managing the grant and implementation of the Workforce Training Plan.

n. **Local Workforce Investment Board** – A Local Workforce Investment Board sets policy for the local workforce system in one of twelve Local Workforce Investment Areas ("LWIAs") certified by the Governor of the State of Maryland. The Board coordinates workforce activities to address employer needs, increase employment, retention and earnings of participants, and increase occupational skills attainment by participants, and, as a result, improve the quality of the workforce and enhance the productivity of the State.

o. **Planning Grant (PG)** – Modest funding to assist awardees in assembling their Strategic Industry Partnerships, identifying high priority skills and workforce needs of that industry based on data and employers' experience, and developing solutions to address these high priority skills and workforce gaps or needs.

p. **Region** – Under EARN Maryland, the definition of "region" is flexible. It can be determined by industry labor markets that are already known or understood, rough concentrations of populations, commuter patterns or industry hubs. A region can cut across Local Workforce Investment Areas ("LWIAs") and geo-political boundaries (city, county, regional).

q. **Solicitation for Grant Proposals (Solicitation)** – This Solicitation for Implementation Grant Proposals under the EARN Maryland Program.

r. **Strategic Industry Partnership (SIP) or "Partnership"** – A collaboration that brings together a regional group that may include employers, nonprofits, community-based organizations, two and four year institutions of higher education, local workforce boards, local governments, regional or local economic development entities, local departments of social services, labor unions, K-12 Programs, industry associations, philanthropic organizations, other training providers and other relevant partners to identify common workforce needs for high-demand occupations within a target industry and develop and implement industry strategies to meet these common workforce needs and shortages.

s. **Subgrantee** – The entity to which a subgrant is awarded by the Lead Applicant and which is accountable to the grantee for the use of the funds provided.

t. **Target Industry** – A group of employers closely linked by a common product or service, workforce skills, similar technologies, supply chains, or other economic ties.

u. **Workforce Training Plan (or WTP)** – Plan prepared by the Strategic Industry Partnership for training entry level or incumbent workers in job skills as identified by industry partners and supported by data. The plan may also include job readiness training, other career preparation and/or industry identified essential workplace skills.

1.3   Number of Grant Awards

1.3.1   There is no set limit on the number of Implementation Grants that will be funded.

1.3.2   DLLR's determination of IG award amounts will depend on several factors including but not limited to: the number and strength of IG proposals received, the amount of funding deemed reasonable for individual plans and the funds available at the time of award.

1.3.3   Applicants are strongly encouraged to submit a grant request that does not exceed a $150,000 cap. Grant requests in excess of that amount will be considered on a case-by-case basis, must be fully detailed and justified and may be reduced in the actual award.

1.4   Grant Duration

1.4.1   The grant period lasts for *up to* two years, from June 15, 2014 through June 30, 2016.

1.4.2   Applicants can request shorter grant periods. Grant applicants are advised that the Department strongly recommends that plans contain training that will commence within the first year.

1.4.3   Grant funding is subject to the release of associated State appropriation by the Budget Committees.

1.5   Grant Officer

The sole point of contact in the State for purposes of this Solicitation for management of all grants awarded is the Grant Officer at the address listed below:

Elisabeth A. Sachs
Office of the Secretary
500 North Calvert Street, 4th Floor
Baltimore, Maryland 21202
E-mail: **earn.jobs@maryland.gov**

The Department may change the Grant Officer at any time by written notice.

1.6   Pre-Proposal Conference

A Pre-Proposal Conference (the Conference) will be held via webinar on Friday, January 31, 2014 beginning at 1 P.M. local time. In order to participate, you must register at www.earn.maryland.gov. All prospective applicants are encouraged to participate in the webinar in order to facilitate better preparation for their proposals.

1.7   Proposals Due (Closing) Date and Time

Proposals, in the number and form set forth in Section 4, "Proposal Submission Format" must be received by the Grant Officer at the address listed on the Key Information Summary Sheet, **no later than 3 P.M.** local time on Monday, March 31, 2014 in order to be considered.

Proposals may not be submitted by e-mail or facsimile.

1.8   Grant Award Basis

Final approval for each grant awarded shall be determined by the Secretary of the Department of Labor, Licensing and Regulation, based on the recommendations of the Review Committee and taking into account other factors, such as geographic distribution and industry diversity. See Section 5, "Grant Evaluation and Selection."

1.9   Funding Authority

This grant is being funded and administered pursuant to the Maryland Annotated Code (2013), "Labor & Employment," §11-701 *et. seq.*

SECTION 2 – ELIGIBILITY

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2.1	Purpose and Goals of EARN Maryland

2.1.1   The purpose of the EARN Maryland Program is to create industry-led partnerships to advance the skills of the State's workforce, grow the State's economy and increase sustainable employment for working families. It is a competitive workforce and economic development grant Program that is both industry-led and regional in focus. It is flexible and innovative, designed to ensure that Maryland employers have the talent they need to compete and grow while providing targeted education and skills training to Maryland workers. This includes both career advancement strategies for incumbent workers and support for individuals with specific barriers to employment.

2.1.2   The EARN Maryland Program is specifically designed to fulfill the following goals:

- Address business workforce needs by focusing on industry sector strategies that seek long-term solutions to sustained skills gaps and personnel shortages;

- Address the needs of workers by creating formal career paths to good jobs, and sustaining or growing middle class jobs;

- Encourage mobility for Maryland's most hard-to-serve jobseekers through targeted job readiness training; and

- Foster better coordination among the public and private sectors and workforce, economic development, and education partners around the State.

2.1.3   To achieve these goals, EARN Maryland envisions the formation of Strategic Industry Partnerships. These are regional collaborations of stakeholders led by industry (groups of employers in the same industry) that also may include any of the following kinds of organizations: nonprofits, community-based organizations, two- and four-year institutions of higher education, K-12 Programs, local workforce boards, industry associations, local governments, local or regional economic development agencies, labor unions, philanthropic organizations and other training providers and relevant partners. The purpose of these partnerships is to create and implement strategic plans that meet employers' workforce needs, advance the skills of Maryland workers, grow the State's economy, and increase sustainable employment for working families.

2.2	Purpose of Implementation Grants

2.2.1   EARN Maryland funding for Implementation Grants will be awarded to support regional Strategic Industry Partnerships in implementing Workforce Training Plans designed to address industry workforce skills gaps and employ or advance workers within a targeted region or sector. These plans will:

- Identify target industry sectors in regions across the State;

- Support Strategic Industry Partnerships in regional target industries to include multiple employers and a diverse array of other partners;

- Be driven by industry leaders, identify critical skill gaps and other workforce needs and develop industry-led strategies to meet those workforce needs, particularly in high-demand occupations;

- Provide industry-led, responsive and innovative training programs aimed at improving employment opportunities at all skill levels including, but not limited to, job readiness, barrier-removal or academic remediation strategies and/or career advancement for incumbent workers;

- As needed, develop any other human resource or management strategies that are responsive to industry partnerships' critical occupations and skills shortages.

2.2.2   Implementation Grant Proposals should seek to create Workforce Training Plans that support most, if not all, of the following goals:

1. Move no-skilled or low-skilled workers into better jobs through job readiness, barrier-removal or academic remediation strategies;

2. Include career advancement strategies, particularly for incumbent workers;

3. Include sustainability in the absence of State funding;

4. Maximize collaboration through direct financial or in-kind contributions by members of the target industry; and

5. Include braiding of other public or philanthropic funding streams or in-kind support.

2.3   Eligible Applicants

2.3.1   The Lead Applicant may be any of the following:

- Employer
- Nonprofit organization
- Two- and four-year institution of higher education
- Local Workforce Board
- Industry association
- Labor union
- Local government
- Local or regional economic development entity

2.3.2   The Lead Applicant shall be the Fiscal Agent for this Grant.

2.3.3   If the Lead Applicant is not Maryland-based or does not have a strong presence in Maryland, the proposal must justify this entity's choice for that role. In general, a SIP that includes out-of-state partners will have to show the benefit to Maryland students, workers and prospective workers as well as Maryland's economy.

2.3.4   An eligible SIP must have least 5 employers from the target industry and representatives from two diverse entities, listed in Section 1.2(r). All of these entities must be identified in the SIP Membership List at Appendix C.

2.3.5   An entity may be a member of more than one Strategic Industry Partnership.

2.4   SIP Workforce Training Plan Expenses – Eligible and Ineligible

2.4.1   Grant funds may be used to support the implementation of the SIP Workforce Training Plan. This may include reasonable SIP project management expenses.

2.4.2   All expenses outlined in the Budget Summary Form and requested to be paid for with EARN Maryland grant funds must be expenses of the SIP Workforce Training Plan and its implementation. The need for, and reasonableness of, all costs must be fully justified in the Budget Summary Form (Appendix F) and Budget Narrative (Appendix B).

2.4.3   The following are costs that shall not be covered by EARN Maryland funds:

- Equipment or building construction

- Website development or maintenance

- Indirect costs – costs that have been incurred, for common or joint objectives and cannot be readily identified with a particular final cost objective.

- Indirect fees – expenses that are calculated on a percentage basis (e.g., % administration cost, % occupancy cost, % overhead cost, % indirect cost).

2.4.4   Costs that are not allowable from EARN Maryland funds may be allocated as direct support or in kind donation of a SIP member.

2.5   Training Activities – Eligible

2.5.1   If a Strategic Industry Partnership Workforce Training Plan submitted by March 31, 2014 includes proposed training that clearly requires approval or certification from any state or national entity, such as training that will result in a national certificate or college credit, proof of approval will be required by the proposal submission deadline of March 31, 2014.

2.5.2   In cases where such approvals are required and have not been obtained prior to the March 31, 2014, the SIP must provide documentation that application for approval has been made and a schedule showing the process and dates for approval.

2.5.3   Lead Applicants that have determined that training is exempt from approval or certification will identify the basis for such exemption. In the event that, subsequent to proposal submission, it is determined that approval is required by the Maryland Higher Education Commission or any other regulatory entity, DLLR will work with such SIPs and the regulatory entity on a case-by-case basis to address the approval process.

2.5.4   All necessary approvals must be obtained prior to disbursement of any EARN Maryland funds for any particular training module.

2.5.5   Job Readiness Training refers to training for low- and no-skilled workers and can constitute any type of training that helps prepare these individuals for occupations defined to be high priority in an industry because of existing or projected shortages. Support services such as childcare, transportation, or case management may be included in job readiness training if they alleviate or address a barrier for participants. All types of training – such as computer skills, language skills, math for manufacturing, basic educational improvement – are included as long as these skills are identified as important for the long-term success of the participants in preparing for a specific occupation.

2.6   Grant Phases

2.6.1   The EARN Maryland competitive application process has been segmented into two phases: (1) Planning Grant (PG) phase and (2) Implementation Grant (IG) phase.

2.6.2   The Planning Grant Phase has already commenced. Applications for Planning Grants were submitted to DLLR on November 12, 2013 and groups that were selected for Planning Grant funding have been notified of their award.

2.6.3   **The Implementation Grant Phase is the focus of this Solicitation.**

2.6.4 This Solicitation for Implementation Grant funding is open to all Strategic Industry Partnerships, including those who did not apply for an EARN Maryland Planning Grant, SIPs that applied but did not receive Planning Grant funding, and those SIPs who were awarded Planning Grant funding.

2.6.5 Partnerships awarded EARN Maryland Planning Grant funding must apply for Implementation Grant funding and follow the requirements of this Solicitation.

2.7	**Implementation Grant Timeline**

January 30, 2014	Implementation Grant Solicitation released
January 31, 2014	Pre-Proposal Conference Implementation Grant Solicitation
March 31, 2014	Submission of Strategic Industry Partnership Workforce Training Plans for consideration for Implementation Grant awards, for both PG Awardees and other Implementation Grant Applicants
April 2014	DLLR review of Strategic Industry Partnership Workforce Training Plans for consideration for Implementation Grant awards
June 2014	Award of Implementation Grants for approved Strategic Industry Partnership Workforce Training Plans
June 15, 2014 – June 30, 2016	Funding Period

SECTION 3 – SCOPE OF WORK

3.1 Implementation Grant Requirements

3.1.1 The development of the SIP Workforce Training Plan must be "industry-led." This does not mean that industry representatives host all meetings, but DLLR envisions true business focus and leadership in the development process. DLLR will require evidence that multiple employers were active participants in developing the Plan. For examples of industry-led partnerships, please go to the EARN Maryland Resources page at www.dllr.maryland.gov/earn/earnresources.shtml.

3.1.2 Partnerships must designate a Lead Applicant that will serve as the Fiscal Agent for the Partnership for the purposes of the Implementation Grant. The Lead Applicant will also be responsible for managing the Grant and implementing the Workforce Training Plan.

3.1.3 An eligible SIP must have least 5 employers from the target industry and representatives from two diverse entities, listed in Section 1.2(r).

3.1.4 The SIP Workforce Training Plan must be both data-driven and experience-driven:

    3.1.4.1 Data-based evidence of shortages in skilled employment within the target industry over a sustained period of time or as projected, based upon planned large-scale programs (e.g. large construction or transit projects) or large-scale industry changes (e.g. health care) and identification of specific high-demand occupations or sets of occupations at different skill and salary levels within the identified target industry;

    3.1.4.2 Real experiences from target industry employers regarding actual and projected gaps in skills training and job readiness. In development of the plan prospective grantees should focus on ways to obtain input from a broad base of employers in their target industry and region in order to define common workforce needs. Some industries may have more internal data. Other industries may rely more heavily on the experience of industry partners.

    3.1.4.3 Both qualitative and quantitative measures are important. SIPs should take into account both qualitative data provided by the targeted industry through varied collection methods (interviews, surveys, focus groups, roundtable discussions, etc.) and quantitative labor market and industry-specific data. Consideration may be given to such issues as understanding high demand occupations in industry, projected job growth by occupation, analysis of gap between supply and demand of employees, understanding the root causes of these gaps, and characterizing the needed skills to close the skills gap(s).

3.1.5 Each SIP must develop a Project Management model to include grant management and Workforce Training Plan implementation and convening.

    3.1.5.1 Grant and Workforce Training Plan Implementation includes grant management (preparing invoices, maintaining financial records, fiscal reporting) and training plan management (curriculum tracking and development, trainer selection, development of recruitment pipeline, all logistics related to training module implementation) and outcome reporting, etc. **This person must be an employee or contractor of the Lead Applicant.**

    3.1.5.2 Convening includes managing coordination and accountability among the partners and eliciting feedback. The Convener must have credibility with industry and the trust of a diverse set of Program partners. The ideal Convener will have the credibility and discipline to let industry partners set their own agenda and chart the course for the partnership, while balancing the interests of all potential partners.

    3.1.5.3 **Managing the work of a partnership will require work and some person or persons must be accountable for that work if a partnership is to succeed.** DLLR recognizes that every SIP is different.

For some SIPs, one individual may perform all of these functions; and in another, the Lead Applicant may divide responsibility for these functions. It is also possible that the Lead Applicant entity and the convening entity may be different.

3.1.6   All SIPs that receive IG funding will be required to submit a governance and sustainability plan by the end of the first quarter of funding.

3.1.7   Parameters of a **Target Industry**

3.1.7.1   A **Target Industry** is a group of employers closely linked by a common product or service, workforce skills, similar technologies, supply chains or other economic ties. Target industries often mentioned as priorities in Maryland are cyber-security, construction, healthcare, and manufacturing. However, all target industries identified by applicants that are validated by data analysis and regional experience will be given equal consideration.

3.1.7.2   Under EARN Maryland, the definition of "**region**" is flexible. It can be determined by industry labor markets that are already known or understood, rough concentrations of populations, commuter patterns or industry hubs. It can be across Local Workforce Investment Areas ("LWIAs") and geo-political boundaries, and even incorporate multiple economic development areas (city, county, regional).

3.1.8   Parameters of a **Strategic Industry Partnership**

3.1.8.1   A **Strategic Industry Partnership** is a collaboration that brings together a regional group of some combination of employers, nonprofits, community-based organizations, two and four-year institutions of higher education, K-12 Programs, local workforce boards, industry associations, local governments, local or regional economic development agencies, labor unions, philanthropic organizations and other training providers and relevant partners.

3.1.8.2   SIPs may coalesce in any number of ways. For example, they may start with a group of employers in an existing target industry who are currently working together to alleviate shortages of skilled employees. Other partnerships may be the result of labor market data analysis by a regional workforce board or an education stakeholder group looking to identify target industries with workforce training needs; nonprofits and local departments of social services who band together to improve the lives of residents through skills training and seek employers with common training needs; or a regional economic development specialist who recognizes a common need in an industry within a region and begins the process of collaboration.

3.1.8.3   These partnerships are "strategic" because: they are carefully built to include all necessary partners before training is designed; they cut across traditional workforce, education and social services system silos; they consider the economic realities of a regional industry in assessing skills gaps and training needs; and they are broader than the development of customized training for one employer.

3.1.9   **Leveraged Resources** – SIPs are encouraged to leverage additional resources for the implementation of the Workforce Training Plan. DLLR will give preference in the evaluation process to SIPs that maximize the potential of the collaboration through **direct financial or in-kind contribution** by members of the target industry. Leveraging resources from non-industry SIP members is also encouraged.

3.2 Requirements of SIP Members

3.2.1 Industry partners are encouraged to make specific commitments to support the SIP and implementation of the Workforce Training Plan. Commitments may include financial and in-kind contributions including, but not limited to, providing staff time, faculty or subject matter experts, facilities, data analysis, paid OJT, supplies, etc. Commitments may also include the placement of participants into jobs.

3.2.2 Other partners are also encouraged to make specific commitments to support the SIP and implementation of the Workforce Training Plan.

3.2.3 EARN seeks to meet industry workforce needs. Therefore, the expectation is that training plans have the explicit goal of training a workforce for existent, or soon-to-be-existent, positions. Successful plans lead to jobs. For incumbent workers, it is expected that industry will provide evidence of career advancement in the form of title promotion, wage increases or similar evidence.

3.2.4 **Letters of Commitment from SIP Partners –** All SIP Partners must submit Letters of Commitment specifically outlining those direct financial or in-kind contributions that have been included in the Budget Summary and Budget Narrative, as well as any other specific commitments noted in the SIP Membership List.

3.2.5 **The providers of job readiness training must be a member of the SIP**.

3.2.6 All Strategic Industry Partnership members should be aware of the goals, outcomes, and responsibilities of each partner as set forth in their response to this Proposal. SIPs are encouraged to enter into a Memorandum of Understanding setting forth the roles, financial commitment and expectations of each of the partners for better management of the grant and in order to set up a mechanism for addressing any conflicts that may arise, ownership of any items purchased or developed with grant funding, dissolution of the consortium and any other pertinent issues. SIPs selected for Implementation Grant Funding may be required to enter into such an MOU as part of their grant agreement.

3.2.7 Pursuant to the terms of the statute, intellectual property developed as a result of the grant award is to remain in the public domain to the extent practicable and consistent with the law. DLLR encourages that any processes that may be developed through an EARN Maryland-funded SIP would be transferable to other industry partners in general and specifically to other EARN Maryland grant recipients in order to further the goals of the EARN Maryland Program.

3.2.8 All SIPs that receive funding will be required to submit a governance and sustainability plan no later than the end of the first quarter of funding.

3.3 Requirements of Lead Applicants and any Subgrantees

3.3.1 The Lead Applicant must provide the following:

- Certificate of Good Standing, where applicable;
- The last 2 Years Audited, Compiled or Reviewed Financial Statements for the Project Manager and/or Convener;
- Federal Tax ID Number.

3.3.2 Any Subgrantee must provide the following prior to disbursement of EARN Maryland funds to the Grantee:

- Certificate of Good Standing, where applicable;

- Federal Tax ID Number.

If the Lead Applicant or any Subgrantee are government entities or otherwise are not subject to obtaining a Certificate of Good Standing, please note that in the proposal submission.

3.3.3   Curriculum and/or references for any other proposed faculty member, trainer or other grant-funded personnel may be requested during the grant proposal evaluation process. Resumes for any project management staff or conveners may be requested during the grant proposal evaluation process.

3.4	Grant Administration and Reporting

3.4.1   Partnership goals, training outcomes, financial expenditures, including leveraged resources, will be assessed quarterly throughout the life of the Grant. Grantee progress will be measured against outcomes and goals defined by the grantee in this IG Proposal and agreed upon in any subsequent grant agreement prior to the disbursement of funds.

3.4.2   All funded training will be required to track and report the following:

- Projected Training Outcomes;

- "Return on Investment" metrics including a choice of promotion, wages, retention, and productivity measures;

- Pursuant to the enabling statute, demographic data on individuals participating in any training:
  - Sex
  - Race
  - Income
  - National origin
  - County of Residence
  - Educational Attainment

- Current employment and wage status, including:
  - Participant employment status upon enrollment in EARN Maryland funded training;
  - Hourly wage rate of participants upon enrollment in EARN Maryland funded training.

3.4.3   A general format for reporting these outcomes will be posted at www.earn.maryland.gov by March 1, 2014. Partnerships must design their own internal data collection mechanisms and protocol.

3.4.4   At the time of award, the final budget will be negotiated between the Lead Applicant and EARN Maryland Program staff. These negotiations will include a funding disbursement schedule that complements implementation of the Workforce Training Plan and its associated projected training outcomes set forth by the SIP in the Implementation Grant Proposal. Grant funding will be disbursed according to the schedule as negotiated. Any unused funds must be returned to DLLR with the final financial report.

3.4.5   EARN Maryland Grant Monitors will be closely engaged with SIPs funded by the EARN Maryland Planning Grant Program, providing plan-specific support and technical assistance. This support includes but is not limited to site visits and regular meetings with Conveners, Lead Applicants, partners and staff responsible for implementing the SIP Workforce Training Plan. Grant Monitors will work with partnerships to highlight accomplishments of training programs and implement technical assistance plans for outcomes that are not reached.

3.4.6   Fiscal oversight will consist of submission of fiscal and budget reports, request for proof of expenditures, and periodic on-site fiscal monitoring of EARN Maryland funds expended by the Lead Applicant and its subgrantees and vendors.

3.4.7   A final report will consist of a narrative summary of the effectiveness of funded training, related SIP activities, as well as a report on quantitative outcomes. This report will compare projected outcomes to actual program impact and, where applicable, include a rationale for the failure to meet any projected goals.

3.4.8   DLLR reserves the right to revoke Implementation Grant funding from the recipient entity of any Grant and require the return of unspent funds if the goals and timelines consistent with the approved Implementation Grant are not met.

3.4.9   The receipt of an EARN Maryland Grant is not meant as an endorsement of a recipient. Use of the receipt of an EARN Maryland Grant for marketing or promotional purposes unrelated to recruitment of individuals to be served under the Grant is prohibited and may result in the loss of current funding or refusal for future funding.

3.4.10 As a condition of grant funding, all SIP members must be willing to participate in any third-party evaluation commissioned by DLLR. Participation may include providing data and/or participating in surveys and interviews.

SECTION 4 – PROPOSAL FORMAT

4.1	Grant Submission Requirements

Proposals *must* contain the following forms with original signatures, if indicated. <u>Proposals that do not have these forms with required signatures will not be reviewed.</u>

4.1.1 <u>Proposal Cover Page</u>
- Submit one cover page
- Include all requested information
- See form at Appendix A

4.1.2 <u>Letter of Application</u>
- A letter of application signed by an individual who is authorized to commit the applicants to the requirements stated in this Solicitation.

4.1.3 <u>Table of Contents</u>

4.1.4 <u>Executive Summary</u>
- A clear and concise outline of the proposal that should not exceed one page.

4.1.5 <u>Proposal Narrative</u>
- A description of the need for an Implementation Grant, as well as a detailed description of required elements, as delineated in Appendix B

4.1.6 <u>Narrative Supporting Documents</u>
- SIP Membership List (Appendix C)
- SIP Workforce Training Plan Overview (Appendix D)
- SIP Workforce Training Modules (Appendix E)
- Budget Summary Form (Appendix F)
- Data Source List
- Any MOU's
- Documentation of any necessary approval for training
- Resume(s) of any Faculty or Training provider(s)

4.1.7 <u>Assurances Page</u>
- Submit one for entire request
- See form provided at Appendix H

4.1.8 <u>Fiscal Agent Form</u>
- Submit one Fiscal Agent Form
- See form provided at Appendix I

4.1.9 <u>Documentation Required of SIP Members, Lead Applicants and any Subgrantees</u>
- Letters of Commitment from all SIP Members
- Lead Applicant:
  - Certificate of Good Standing, where applicable
  - Previous two years audited, compiled or reviewed financial statements
  - Federal Tax I.D. Number
- Any Subgrantee:

- Certificate of Good Standing, where applicable
- Federal Tax I.D. Number

4.2 Grant Submission Format

4.2.1 All pages of the Proposal Narrative must use one-inch margins and be numbered.

4.2.2 Proposal Narrative must use line spacing of at least 1.5 and 12-point font. Charts may use single spacing and a 10-point font.

4.2.3 One original and **five (5) copies of the proposal should be submitted in hard copy, plus one electronic copy on a USB flash drive.** Standard size (8½" x 11") paper of regular weight should be used.

4.2.4 Please provide tabs between each main section of the Proposal listed above (i.e. the Cover Page is Tab 1; Letter of Application is Tab 2, etc.). Applicants are welcome to use sub-dividers within each section for ease of review if they so choose. The electronic version submitted on a flash drive may be submitted as a single document.

4.2.5 Any existing data sources, including published studies, reports and similar research, used to support the grant proposal must be cited in a Data Source List attached to the proposal. This list will be excluded from the narrative page limit.

4.2.6 The prescribed Cover Page must be the first page of the proposal.

4.2.7 The following items, combined, may not exceed 20 pages

    a. **Table of Contents** (Sec. 4.1.3)

    b. **Executive Summary** (Sec. 4.1.4) (max 1-page)

    c. **Proposal Narrative** document (Sec. 4.1.5) (See Appendix B for detailed description of required information)

All forms, Appendices, and supporting documents are excluded from the 20-page limit.

SECTION 5 – GRANT EVALUATION AND SELECTION

5.1 Grant Evaluation

5.1.1 Initial screening of written applications to ensure that submission requirements were met and all required sections were included. Applicants not meeting all screening requirements will not be read.

5.1.2 Evaluation of applications by a Review Committee established by the Maryland Department of Labor, Licensing and Regulation (DLLR). The committee will be composed of representatives from DLLR as well as several other State agencies, including the Department of Business and Economic Development (DBED).

5.1.3 If necessary, oral presentation of the proposal may be required.

5.1.4 Final approval for awards will be determined by the Secretary of the Department of Labor, Licensing and Regulation, based on the recommendations of the Review Committee and taking into account other factors, such as geographic distribution and industry diversity.

5.1.5 DLLR may require that proposals be combined for the purposes of implementation funding.

5.1.6 Upon request, DLLR will provide feedback on proposals that do not receive funding.

5.1.7 Preference will be given to plans that demonstrate:

- Maximum collaboration through direct financial or in-kind contributions by members of the target industry;
- Braiding of other public or philanthropic funding streams or in-kind support.

SOLICITATION FOR GRANT PROPOSALS APPENDICES

APPENDIX A – Cover Page Template

APPENDIX B – Proposal Narrative

APPENDIX C – SIP Membership List

APPENDIX D – SIP Workforce Training Plan Overview

APPENDIX E – SIP Workforce Training Module Template

APPENDIX F – Budget Summary Form

APPENDIX G – Characteristics of a Strong SIP Workforce Training Plan

APPENDIX H – Assurances Form

APPENDIX I – Fiscal Agent Form

PLEASE NOTE: For your convenience, all Appendices provided in this document are available as Word and Excel documents on the EARN Maryland website, at www.earn.maryland.gov. Please visit the site to download these documents so that you may complete them electronically.

APPENDIX A – COVER PAGE TEMPLATE

Proposed Name of SIP Partnership	[Insert Name of Partnership]
Targeted Industry	☐ Bioscience ☐ Healthcare ☐ Business Services ☐ Hospitality ☐ Construction ☐ Information Technology ☐ Cyber Security ☐ Manufacturing ☐ Finance & Insurance ☐ Retail Trade ☐ Transportation & Logistics ☐ Other_____
Targeted Region	[Insert Region of Focus]
Lead Applicant Organization	[Insert Organization Name] [Insert Individual Point of Contact] [Insert Federal Tax ID #] 123 Any Street Anywhere, MD 210000 (410) 555-5555; LeadApplicantEmail@email.org
(1) Fiscal Agent	[Insert Individual Point of Contact] [email address and telephone numbers]
Industry Partner Organizations	1. [Name of Industry Partner Organization] 2. [Name of Industry Partner Organization] 3. *[Insert as many fields as needed...]*
Other Partner Organizations **(Educational Institution, Local WIB, Non-Profit, Training Provider, Philanthropy, or other)**	1. [Name of Organization] 2. [Name of Organization] 3. *[Insert as many fields as needed...]*
Subgrantees	1. [Name of Organization & Federal Tax ID Number] [Primary Contact] [Address] [email address] [telephone numbers] *[Insert as many fields as needed...]*
EARN IG Funding Amount Requested:	[Insert exact $ figure]
Leveraged Resources Provided:	[Insert in-kind amount] [Insert cash amount]
Number of Training Modules Proposed *(# of unique modules, not # of times to be implemented)*	
Proposal Abstract	[100 word limit describing partnership and proposed training activities]

_____   _____

Signature of Authorized Authority from Lead Applicant Entity   **Date**

Printed Name & Title

Applicants for an Implementation Grant must clearly provide the following information:

1) SIP Project Management

    A. Lead Applicant

        i. Identify the Lead Applicant and state how the Lead Applicant was selected.

    B. Project Management

        i. Describe how the grant and implementation of the training plan will be managed including how the responsible entities will be held accountable and how outcomes will be tracked.

        ii. Identify who the Lead Applicant has designated to perform the project management functions and who will serve the convening role, if different. <u>See Section 3.1 for details</u>.

    C. Identification of SIP Members

        i. Complete the "SIP Membership List" at Appendix C.

        ii. Provide a brief description of the projected role, if any, of the local workforce board and/or any regional or local economic development entities.

        iii. Provide Letters of Commitment from each member of the SIP. <u>See Section 3.2 for details</u>.

        iv. Provide copies of any MOUs already developed among the SIP members.

    D. Partnership Sustainability

        i. Describe the current governance structure for the SIP (decision-making processes, committee structures, specific mechanisms for industry input)

        ii. Describe how the SIP will ensure that target industry employers continue to define their actual and projected workforce needs.

        iii. Describe preliminary plans to solicit feedback from SIP members as to the value and impact of the training and the partnership generally

        iv. Describe any plans to expand the partnership through the recruitment of additional partners

        v. Describe plans to ensure the sustainability of the SIP in the absence of State funding

        vi. *All SIPS that receive IG funding will be required to submit a governance and sustainability plan by the end of the first quarter of funding.*

2) Identification of the Target Industry and Region

    A. Identify the targeted industry and region.

        i. Provide basic industry and labor market analysis that supports the importance of the industry sector to the region, as well as the rationale for selecting the specific region.

    B. List all existing data sources that were used in a separate Data Source List (i.e., bibliography, endnotes, or the like), as an attachment to the proposal. (The Data Source List is excluded from the 20-page limit. For unpublished data sources, including those compiled by the partnership, clearly explain the source and, where applicable, the data collection method.)

    i.   <u>Planning Grant Awardees: Please explain what further research, both qualitative and quantitative, has been undertaken to refine the "Target Industry and Region" that was provided in the Planning Grant Solicitation.</u>

3) Assessment of Critical Skills Needs in the Regional Target Industry

  A. Outline the critical occupation and skills needs of the SIP's targeted industry

  B. Briefly describe the process to identify such occupation and skills needs

  C. Briefly describe the quantitative and qualitative data (publicly available and provided by industry) used for this assessment

  D. Briefly describe any other relevant workforce issues that may have arisen in evaluating workforce needs including:

    i.   Human resource issues (e.g., better aligning occupation descriptions with actual skills, competencies and knowledge, consolidating occupation descriptions across industry, improving other human resource processes);

    ii.   Individual and structural barriers preventing prospective employees from obtaining employment in targeted industry and/or preclude the industry from finding qualified candidates. (e.g., job readiness programming, transportation hurdles, other industry-identified issues).

    iii. Demographic challenges facing the industry, such as replacing an aging workforce, working with immigrant populations with English as a Second Language, etc.

    iv. Specific identifiable skills needs for incumbent workers that are likely to lead to future job advancement and improvement in an individual's earning potential.

  E. List all existing data sources that were used in a separate Data Source List (i.e., bibliography, endnotes, or the like), as an attachment to the proposal. (The Data Source List is excluded from the 20-page limit. For unpublished data sources, including those compiled by the partnership, clearly explain the source and, where applicable, the data collection method.)

  F. <u>Planning Grant Awardees: Please explain what further research (qualitative and quantitative) has been undertaken to refine the "Initial Attributes of Target Industry" that was provided in the Planning Grant Solicitation.</u>

4) SIP Workforce Training Plan: Industry-Designed Strategies for Meeting Critical Workforce Needs

  A. **Overview and Statement of Innovation**

    i.   Provide a brief overview of the Workforce Training Plan and how it meets the identified industry needs.

    ii.   Complete the chart entitled "SIP Workforce Training Plan Overview" at Appendix D.

    iii. Concisely explain how the proposed Workforce Training Plan design is innovative and different than other employment and training services.

  B. **Workforce Training Modules**

    i.   Complete a "SIP Workforce Training Module Template" for each Training Module proposed in the SIP's Workforce Training Plan. Use the Template at Appendix E.

  C. **Rationale for Proposed Training Modules**

  For each Training Module, please provide the following narrative:

    i.   Name of Training Module

    ii.   Identification of Potential Training Participants

1. Provide an analysis of the intended training participants (e.g. incumbent workers, the unemployed, recent GED recipients etc.)

   a. What is the strategy behind targeting this group?

   b. What is the general skill level and how will that skill level be assessed?

   c. How will this group be recruited (i.e., what partners or organizations will be referral sources?)

2. Describe the screening process that will be utilized and how employers were involved in its design.

iii. Program Elements

1. Briefly describe how the proposed training will prepare participants for career entry or advancement.

2. Identify whether the training requires the approval of any regulatory or licensing entity. If so, please attach evidence of approval and/or steps taken to receive approval. See Section 2.5 for details.

3. Note what credentials or certifications will be awarded, if any, and by whom.

4. *For Job Readiness Training***:** Describe any case management or other supportive services that will be provided to job readiness training participants.

iv. Training Provider and Delivery

1. State how the Training Provider was selected.

2. If the Provider is a member of the SIP, explain how conflicts-of-interest were avoided in the selection process.

3. Briefly describe the Training Provider's qualifications for this training module.

4. Provide a resume for any Training Provider(s) already selected.

PLEASE NOTE: Prior to disbursement of grant funds, DLLR reserves the right to request additional information about any Faculty or Training Provider.

D. **Training Program Outcomes**

i. Complete the "Projected Training Outcomes" tab of the SIP Workforce Training Module Template (Appendix E) for each proposed training module.

E. **Assessment**

i. Briefly describe how participant success in the training will be assessed.

ii. Briefly describe how the training will be assessed in terms of meeting the industry-identified skills need.

iii. Briefly describe how SIP members, including industry partners, will be involved in these assessments.

5) **Budget Summary and Narrative**

i. Budget Summary – Provide a line item budget of requested funds and any direct financial or in-kind contributions for each year of requested funding. Use the format provided at Appendix F.

ii. Budget Narrative – Provide a narrative outlining how the funds will be used and the calculations and assumptions that were used to complete the Budget Summary Form.

1. Explain the direct financial or in-kind contributions being brought to the project.

2. Be specific in fully explaining all costs to support your funding request demonstrating that costs are reasonable and necessary.

3. Organize the budget narrative so that it can be easily related to the budget line items. Unsupported costs may be reduced or eliminated.

Name of Strategic Industry Partnership: _____

Please complete the form below for all SIP Members – create as many rows as necessary to include all SIP Members.

Organization Type	Name of Organization	Organization Contact Name/ Info	Role/Commitment
Industry Partner(s)	1. Prestige Worldwide	Dale Doback	*Engaging other industry leaders, committing in-kind match; hiring qualified graduates from training programs*
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
	2. [Insert necessary fields for each partner]	First Name/ Last Name	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. [Insert necessary fields for each partner]	First Name/ Last Name	*Provide meeting facility for SIP. Outreach to Chamber members who may be interested in joining SIP.*
	ABC Chamber of Commerce	123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. [Insert necessary fields for each partner]	First Name/ Last Name	*Faculty time to design a course; provide classroom space.*
	XYZ Community College	123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. [Insert necessary fields for each partner]	First Name/ Last Name	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	

Insert partner type here	1. *[Insert necessary fields for each partner]*	*First Name/ Last Name*	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
Insert partner type here	1. *[Insert necessary fields for each partner]*	*First Name/ Last Name*	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. *[Insert necessary fields for each partner]*	*First Name/ Last Name*	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. *[Insert necessary fields for each partner]*	*First Name/ Last Name*	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	
Insert partner type here	1. *[Insert necessary fields for each partner]*	*First Name/ Last Name*	
		123 Any Street	
		Baltimore MD 21211	
		410-555-5555	
		contact@email.com	

EARN MARYLAND 2014 IMPLEMENTATION GRANT SOLICITATION

Strategic Industry Partnership Workforce Training Plan Overview

Strategic Industry Partnership _____

Name of Training Module	Name of Training Provider (Organization)	Length of Training (two days, six weeks, 3 mos, 6-12 mos, etc.)	Expected Start of First Training Cohort (month/year)	Type: Entry Level, Incumbent Worker, Job Readiness	Training Cohort (Incumbent Workers, Un/Underemployed, Formerly Incarcerated, Veterans, etc.)	Estimated # of Participants	Average Cost Per Participant	Total Training Cost

APPENDIX E – SIP WORKFORCE TRAINING MODULE TEMPLATE
Please use this sample template to guide your completion of the electronic form, available at www.earn.maryland.gov.
PLEASE NOTE: The following documents (Training Module Template and Projected Training Outcomes are provided as two "sheets" (tabs) within a single Excel document.

Training Module Template

The Training Module Template should be completed for each proposed Training Module that is part of the SIP Implementation Grant proposal. Create new worksheets for each module by copying and pasting this template onto a new page.

Training Characteristics		Participant Characteristics	
Module #1 Topic:	*Name of Training*		
Training Provider(s):	*Name of Individual and Provider Organization*	**Number of Participants**	
Training Target Occupation	*Name of Target Occupation*	**Training Type** *(write in: entry level , incumbent, job readiness, other)*	
Training Location(s):	*Location Name and Address*		
Total hours of training for one complete module *(not including repetition of module)* *(A)*	10	**Training Cohort** *(write in: incumbent, un/underemployed, veterans etc.)*	
How many times will this module be repeated? *(B)*	2	**Training Delivery Method** *(write in: classroom, OTJ, etc.)*	
Total hours of training during the life of the grant: *(includes repetition of module)* *(A x B)*	**20**		
		Total EARN Grant Funds Requested (a)	$
		Total direct financial or in-kind contribution (b)	$
		Total Training Module Projected Budget (a+b)	$
		Total Cost per Participant	$
		Total Cost per Hour of Instruction	$

Description

Briefly describe the training curriculum. If you wish to include a syllabus, course outline or course description as an attachment to your application, please make sure attachments are clearly organized and labeled. It is important that reviewers understand what is being covered in training.

Please Note: Unless otherwise stated, reviewers will assume all participants in a module will receive identical training. If training on the same topic varies significantly among different participants, each variation should be described as a separate module.

For example, "Customer Service Training" is too broad a topic if one group of Sales Associates are receiving 15 hours of training and another group of Call Center Reps are receiving 60 hours of training. In this case it is recommended that the topic be organized as two unique modules: "Customer Service for Sales Associates" & "Customer Service for Call Center Reps."

EXAMPLE:
This course includes the following three topics:
1) *Listening and Communication to Support Customers (10 hours of interactive workshops in customer call center): To impart proven methods for identifying customer needs and simple techniques for enhancing interactions to add value to client relationships. Employees will learn tips and tactics to effectively handle difficult or angry clients and use every interaction to gain positive results. It will also help employees learn to identify and avoid barriers, and gain confidence in their communication style.*
2) *Managing Multiple Priorities (10 hours classroom training) to encourage discussion and evaluation of daily work habits to identify stressors and employ reduction techniques. Employees will learn how to prioritize tasks for better time management and ways to balance multiple demands.*
3) *Written Communications (15 hours of classroom training and 5 hours of writing labs): For employees to master general writing, compose professional email, and other written correspondence to clients, coworkers and supervisors.*

Skill Attainment

The Skill Attainment section should identify the specific skills developed as a result of the training.

EXAMPLE:
Skills and abilities gained include:
>*Ability to communicate confidently and credibly by phone;*
>*Ability to address customer questions or problems and handle difficult conversations more effectively;*
>*Ability to plan, draft, analyze, and compose effective e-mails, instant messages, text messages and business letters;*
>*Ability to listen effectively in order to identify and avoid communication barriers with customers, co-workers and managers;*
>*Ability to identify the various needs of different customers;*
>*Ability to address customer expectations in a timely manner and using a variety of communication platforms;*
>*Ability to enhance customer interactions and add perceived value of services offered; and*
>*Ability to handle multiple priorities and stresses in the workplace while meeting customer needs*

Training Goals
The **Training Goals** section will outline the process after a participant has completed a training module. If a job placement is the goal of the training, explain that here. If more training or on the job experiences will be provided to participants, clarify what kind of training will be provided, who will be providing it or if it will be covered as a part of another SIP training module. ***EXAMPLE:*** *Each of the training modules outlined above are sequential. Participants who successfully complete the "Listening and Communication to Support Customers" module will then move into the "Managing Multiple Priorities" Module. Upon successful completion of the "Managing Multiple Priorities Module" participants will then be enrolled in the "Written Communications Module."* *After successful completion of the 3 communication modules, training participants will be given an interview with XYZ SIP Employer Partner and if the candidate is a good match – as determined by employer—he/she will then be placed into a Communications Coordinator position vacancy at XYZ company.*

Training Module Template		
Projected Training Outcomes		
The <u>Projected Training Outcome Chart</u> should be completed for each proposed Training Module that is part of the SIP Implementation Grant proposal. Create new worksheets by copying and pasting this template onto a new page. Grey cells do not need to be completed.		

# Enrollment, Completion & Placement **Complete this section for all proposed Training Modules.**	Number or $$	Percentage
a) Number of participants projected to enroll in training program		
b) Number and percentage of participants projected to complete training program		
c) If applicable, number and percentage of training graduates (completions) projected to be placed into jobs.		
d) If applicable, number and percentage of training graduates projected to earn an industry recognized certificate or credential as result of training		
# Entry Level Training *Complete this section if relevant to Training Module.*		
a) Projected hourly wage of entry level training graduates placed into jobs		
# Incumbent Worker Training *Complete this section if relevant to Training Module.*		
a) Projected hourly wage increase for incumbent worker training graduate		
b) Projected percentage increase in hourly wage rate for incumbent worker training graduate.		
c) If applicable, projected and percentage number of incumbent participants receiving title promotion as a result of training		
# Job Readiness Training *Complete this section if relevant to Training Module.*		
a) Projected hourly wage of job readiness training graduates placed into jobs.		

EARN MD 2014 IMPLEMENTATION GRANT SOLICITATION

Budget Summary Form

Strategic Industry Partnership

Expenses	EARN GRANT FUND REQUEST			DIRECT FINANCIAL or IN-KIND CONTRIBUTION			TOTAL EXPENSES
	Year 1 (a)	Year 2 (b)	Total (a) + (b)= (c)	AMOUNT $ (d)	CASH/IN-KIND (select one)	SOURCE*	(c) + (d)
Direct Training and related supportive services							
Training Module #1							
Direct Training **							
Supplies							
Contractual							
Other							
Training Module #2							
Training Module #3							
SIP Project Management							
TOTAL							

- Provide the organization or entity name of the financial or in-kind contribution.
- Explain all costs related to direct training.

Characteristics of a Strong Strategic Industry Partnership Workforce Training Plan

a. Over the long term, a strong SIP Workforce Training Plan will include skills training for multiple occupations at multiple skills levels within a target industry, as well as a variety of education and training partners. However, in this first round of EARN Maryland implementation funding, plans should also focus on short-term training opportunities and early successes.

b. Career advancement strategies for incumbent workers (e.g., specialized supervisory training for mid-level managers, or a course that gives existing entry level workers requisite training to move up the career ladder and increase their responsibility and earnings). Training incumbent workers can lead to internal promotions and new job openings that can be back-filled by new job-seekers.

c. Training in essential workplace skills identified by the target industry (e.g., team-building strategies for a multi-generational workforce, customer service training, conflict resolution skills).

d. Job readiness training that assists and supports low or no skilled jobseekers in overcoming individual barriers to employment, and helps them develop the skills necessary to maintain employment and qualify for skills training opportunities. It can include occupational skills development, GED preparation, literacy development, financial stability services including financial coaching, credit counseling, transportation and child care. Job readiness training must be directly connected to the skills needs of a regional target industry, and the participants must be on a path to employment in that industry. **The providers of job readiness training must be a member of the SIP**.

e. Job Readiness Examples
    i.   The SIP might discuss what is really expected from an "entry" level worker in a given position, and what additional supports might be needed in a given industry to move individuals with little or no skills into these slots.
    ii. The SIP thinks strategically about their needs, targets a universe of "hard to serve" job seekers (e.g., ex-offenders, recent GED graduates, welfare-to-work individuals) and develops the interventions necessary to prepare these prospective employees for success. The plan includes methods for monitoring the return on investment in these individuals and encourages other industry partners to hire from this pool.

f. Recruitment
    i.   Multiple recruiting strategies for seeking out potential participants, and even multiple partners with ties to a variety of participant pipelines. For example, a plan might recruit deep into underserved communities because of a solid collaboration with a community-based organization or an adult learning Program or the local welfare-to-work population. A strong plan may have partners from the region's career and technical education Programs or may include recruiting pipelines to up-skill or re-train the long-term unemployed or veterans.

APPENDIX H – ASSURANCES FORM

The Lead Applicant hereby affirms and certifies that it will comply with all applicable regulations, policies, guidelines, and requirements of the Maryland Department of Labor, Licensing and Regulation (DLLR) and the State of Maryland as they relate to the application, acceptance, and use of Maryland Employment Advancement Right Now (EARN) funding in this project. The Lead Applicant further affirms and certifies that:

1. It possesses legal authority to apply for the grant, i.e., an official act of the Lead Applicant's governing body has been duly adopted or passed, authorizing filing of the application, including all understandings and assurances contained therein and directing and authorizing the person identified as the official representative of the Lead Applicant and to provide such additional information as may be required.

2. It will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) prohibiting employment discrimination where discriminatory employment practices will result in unequal treatment of persons who are or should be benefiting from the grant-aided activity.

3. It will expend funds to supplement new and/or existing s and not use these funds to supplant non-grant funds.

4. It will participate in any statewide assessment program or other evaluation program as required by DLLR.

5. It will give DLLR, or an authorized representative, the right of access to, and the right to examine all records, books, papers, or documents related to the grant.

6. It will assure that monthly status reports will be submitted to DLLR, as required.

7. It will comply with all requirements imposed by DLLR concerning special requirements of law and other administrative requirements.

_____
Signature of Authorized Authority from Lead Applicant Organization

_____
Name and Title, Printed   Date

APPENDIX I – FISCAL AGENT FORM

The Fiscal Agent acts on behalf of the Lead Applicant by performing all financial management duties of the grant and accepting responsibility for the proper use of grant funds. The Fiscal Agent is responsible for maintaining separate records of disbursements made on the Applicant's behalf and disbursing those funds in accordance with the restrictions related to the grant. The Fiscal Agent takes full responsibility for managing and documenting grant expenditures, as well as submitting financial reports for the grant.

The Fiscal Agent is responsible for receiving and safeguarding grant funds. Furthermore, the Fiscal Agent is legally obligated to:

- Maintain separate records of disbursements related to the grant
- Keep receipts for at least three years following closing of the grant
- Make financial records available to the State of Maryland and its representatives upon request
- Disburse funds in accordance with the purpose of the grant application
- File the final financial report at the conclusion of the grant

Organization Name:

Fiscal Agent Federal Tax ID Number:

Fiscal Agent Address:

Fiscal Agent Phone Number:

Fiscal Agent Responsible Person Name:

Fiscal Agent Responsible Person Phone Number:

Fiscal Agent Responsible Person Email:

Signature of Authorized Representative of Lead Applicant   Date

Name and Title (Typed or Printed)

Signature of Fiscal Agent of Lead Applicant   Date

Name and Title (Typed or Printed)