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STATE OF MARYLAND  
DEPARTMENT OF LABOR, LICENSING AND REGULATION

Pre-Proposal Conference

Employment Advancement Right Now  
EARN MD Planning Grant

Anne Arundel Community College  
Room 108  
Robert E. Kauffman Theater  
PCPA 107  
101 College Parkway  
Arnold, Maryland 21012

October 18, 2013

- SCOTT JENSEN, Deputy Secretary, DLLR
- ELISABETH SACHS, Senior Advisor, DLLR
- CINDY PARODIES
- GREG MONTROSS

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Aileen Xenakis, Buran Alliance  
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1 tell people who you are and where you're from. So  
2 Barbara, we'll start with you.

3 MS. KAUFMAN: I'm Barbara Kaufman. I'm the  
4 Director of the Workforce Investment Board of Montgomery  
5 County.

6 (Introduction of attendees.)

7 MR. JENSEN: And I have a golden opportunity  
8 here. Ma'am, sitting down can you introduce yourself?

9 MS. SHEPARD: I'm Ann Shepard --

10 MR. JENSEN: Well, you have a very good excuse.  
11 Again, you know, it's very important that we all get to  
12 know each other and make those connections for this  
13 program. My task, just very briefly, give the 100,000-  
14 foot view of EARN before I turn it over to Elizabeth, who  
15 can really get down to the nitty-gritty of the  
16 solicitation. But many of you have heard me go on and on  
17 about EARN. So I promise you I will not do that this  
18 morning. But I do want to remind us all, because it's a  
19 different sort of program. I'd like to think that there  
20 are three parts to an ideal EARN program, and I'm talking  
21 about an implementation program. We're just talking



1 about planning today. But the first one is industry led,  
2 industry led, industry led. So if you imagine a group of  
3 three or four companies, five companies, you know, some  
4 number of companies who have gotten together and  
5 identified a skills issue that they're having, you know,  
6 workers that they need to hire that they don't have, and  
7 those folks need to work hand-in-hand with the second  
8 part of this partnership, which is a group of training  
9 providers or a training provider or however, however  
10 many. But whatever the identified needs are with the  
11 business, with the group, the industry, the industry  
12 partnership, how it be -- I'm getting tongue-tied -- the  
13 training providers need to be able to work together, get  
14 that industry approved002C the skilled workers that they  
15 need, and know about how many workers the industry needs.  
16 We're not trying to train for jobs that aren't in  
17 existence at all yet, okay. So then there's one third  
18 part. If we've got a group of trainers and jobs for  
19 those folks in an industry cluster, where are we going to  
20 get those people? You know, what would our plan say?  
21 Where are we going to find a pipeline of people that we

1 can train? And then of course once you identify a  
2 pipeline of people, then just what your plan looks like  
3 to train those folks so that they can do -- so that they  
4 can succeed in the open positions is going to be dictated  
5 a little bit by who you're targeting. So that requires  
6 all kinds of collaboration and, you know, that's why,  
7 that's why we're here today to learn more specifically.  
8 We put together -- Elizabeth and her team have been doing  
9 great work to put together a document that will help to  
10 the extent possible, guide us all through this new kind  
11 of program. And, again, it is a new kind of program  
12 because we really want to try to serve the needs of  
13 businesses. Because the businesses are the ones who  
14 hire, who hire folks. It's really that straight forward.  
15 So before I turn it over to Elizabeth, we have, we have  
16 brought on -- been lucky enough to find some very  
17 talented people who you all will be no doubt working with  
18 at some point. So Cindy and Celeste and Greg, and  
19 where's Amy?

20 UNIDENTIFIED SPEAKER: Out front.

21 MR. JENSEN: Okay. Amy's working, good. These

1 folks are part of Elisabeth Sachs and her EARN team, who  
2 will be doing most of the work with this grant. So thank  
3 you again, and I'm going to turn it over to Elisabeth.

4 MS. SACHS: All right. Thanks Scott, and  
5 thanks for everybody for coming out on this otherwise  
6 beautiful fall day. I know it's a little dark in here,  
7 but we're going to run through the PowerPoint quickly and  
8 take as many questions as we can until three o'clock. So  
9 thanks very, very much for coming. I'm going to go over  
10 and try to just speak from here. Can you hear me through  
11 the mic? Yes? All right.

12 So our goal for this short portion of this  
13 afternoon is to just give you some of the basic  
14 highlights of what we have in the solicitation. And I do  
15 want to leave a bulk of the time for your questions. We  
16 have been compiling questions throughout the summer and  
17 early fall, and have just this morning posted over 30, I  
18 think, frequently asked questions about the program.  
19 We've added some that we knew would come up around the  
20 solicitation. I don't expect you to have seen it, but  
21 it's my way of saying that everything we answer today

1 will also be posted in writing on our website. We will  
2 continue to update those FAQs every day until October  
3 29th. We really feel the need for a cutoff so that we  
4 don't continue giving advice up until the deadline. So  
5 from now until October 29th, we welcome your questions  
6 via e-mail to [earn.jobs@maryland.gov](mailto:earn.jobs@maryland.gov). Our team is in  
7 place to answer them on a daily basis. So I urge you to  
8 check our website for updated FAQs each day. I do hope  
9 they'll trickle out because we have such a robust set  
10 that we will answer everything, but certainly until  
11 October 29th we welcome your questions.

12           In general, as you know, EARN Maryland is a  
13 slightly different approach to workforce development. It  
14 works hand-in-hand with an economic development approach.  
15 We have tried very hard to take the letter of the law in  
16 statute as well as the spirit of the law and combine it  
17 into this initial solicitation for planning grants.  
18 Today I'm going to go over primarily the elements in this  
19 planning grants solicitation, but will also preview the  
20 timeline which is contained in that document of how we  
21 foresee the implementation grant solicitation going, and

1 then into the spring when implementation plans will be  
2 reviewed and awards announced. And, of course, I'll  
3 leave the bulk of the time this afternoon for your  
4 questions.

5           So as you know this first year is a \$4.5  
6 million state grant, and we -- that's all we have for  
7 now. So we want to get your best ideas, but knowing that  
8 there may be some things out there where if we had a  
9 bigger pot we could find more, but we're starting with  
10 this approach, and we do hope that we will get some  
11 funding in the next fiscal year, but we won't know that  
12 until sometime in the spring. As Scott said, this is a  
13 paradigm-ship. It is an attempt at cementing  
14 collaboration so that all the people that really need to  
15 be in conversation about where our jobs are, what skills  
16 they require, how we train appropriately and efficiently  
17 and who we train is all part of your ultimate strategic  
18 industry partnership workforce training plan. So the  
19 goals as outlined in the statute are that industry be  
20 involved, that this be an industry led process.  
21 Ultimately we are trying to create employment in terms of

1 sustainable employment, but in general we are looking at  
2 careers. We are looking at people getting a leg up or if  
3 they're already in industry, getting some advancement  
4 within the career models that are in that industry so  
5 that people are earning sustainable wages for their  
6 families. This program targets both incumbent workers  
7 and also those who may be entry level, but even those  
8 that may have very little skill or lower skills. It is  
9 an attempt to cover all of those populations. It's clear  
10 in the statute, and we've tried to make it clear  
11 throughout the solicitation.

12           Again it's an industry-driven process. But I  
13 also want to make sure that Scott's early point and the  
14 reason we took the time to introduce everybody is so much  
15 behind this as well. This really is about partnership.  
16 It's not just a buzzword. As you can see in the planning  
17 grant solicitation we want to see small but budding  
18 partnerships in those applications. One entity cannot  
19 apply for a planning grant. And I think that certainly  
20 honors the spirit and the letter of the statute. We've  
21 been working and talking to many of you over the last six

1 plus months, and I think there are partnerships already  
2 out there, and that putting some of you together in the  
3 planning process is doable. So I want to make sure  
4 that's up front and centered.

5 Come on in. Respectfully seats sprinkled  
6 around.

7 So as you know from if you've read the planning  
8 grant solicitation, we have a two-phase process for the  
9 4.5 million. We are doing the small planning grants to  
10 be awarded by the end of 2013. Money will go out on  
11 January 2nd. If you get an award, your planning team  
12 will have three months to complete a workforce training  
13 plan. We will at the same time in early January be  
14 issuing a full solicitation for implementation grants.  
15 The guidelines for what your workforce training plan has  
16 to look like will be fully flushed out in that document.  
17 So, yes, there will be some parallel tracks. There will  
18 be planning grant awardees who got money to write their  
19 plan. There will be others who maybe didn't apply or  
20 didn't get it or didn't know about it, who will look at  
21 that solicitation and also be writing plans. All plans

1 will be due on March 31, 2014. The DLLR will evaluate  
2 all plans the first year of EARN Maryland in one pool.  
3 We need some time to do that, so we're not promising any  
4 decisions before May. But we do hope that those of you  
5 who have been working at this over the past months are in  
6 a position to apply for these planning grants, and those  
7 applications, which will be the focus of this afternoon,  
8 are due on November 12th of this year. Both processes  
9 are competitive and open solicitation processes.

10           So under the planning grants -- the object of  
11 the planning grant is to get your group going. Three  
12 priorities for the process are to identify your target  
13 agencies, high priority skills and workforce needs. We  
14 want to see something on paper in November that suggests  
15 the industry that you're in or the industry that you're  
16 partnering with depending on who you are in this  
17 partnership -- some sense of why you're applying, and  
18 I'll get to this in a minute, but some basic evidence  
19 that there's a need. One of the things that EARN tries  
20 to do is meet real needs. We don't want to set up  
21 training programs for the sake of training or some



1 possible maybe projected job down the line. We are  
2 trying to ground these training programs that you will  
3 develop in your training plan in real need.

4           The other purpose of the planning phase is to  
5 get your partnerships going. We are, as I said,  
6 requiring a certain minimum number of entities for the  
7 application, but even after that process we expect that  
8 these partnerships will grow. There will be more  
9 employer members from the industry you've identified.  
10 There will be additional training provided. There may be  
11 other entities that as Scott said can bring certain  
12 potential trainees and workers to the table. There may be  
13 incumbent workers in your industry, who are part of a  
14 union. Maybe they should be at the table. There are all  
15 variety of partners that should be and need to be part of  
16 these partnerships. We do not expect them all to be  
17 known to you by November 12th. We expect to fund you if  
18 you get a planning grant to continue to grow that pool  
19 based on what the industry's needs are. And, again, and  
20 I'll say it a couple times, the deliverable for the  
21 planning grant is the workforce training plan.

1           so just briefly the second phase of our  
2 competitive process for the FY '14 funding is the  
3 implementation grants. They could be funds specifically  
4 to implement the training plan. They are funding for  
5 training. We will flush out all the specifics of what  
6 training means when we roll out that solicitation in  
7 January. I'm sure -- and I've already gotten questions,  
8 can a mobile unit qualify? So I know there are, you  
9 know, going to be clarifications about what we mean by  
10 training. But that money is for actual training in the  
11 broadest sense of the word. And planning grant awardees  
12 will have to apply. What does that mean? You've done  
13 your planning. So that is your submission. You're not  
14 going to have to do a whole lot more work if you get a  
15 planning grant, but you will be competing with people who  
16 didn't get a planning grant. And, again, the  
17 specifications for those implementation plans for that  
18 workforce training plan will come out in early January,  
19 the full set of specifications. So these are all the  
20 dates, some of which I've already mentioned. Again, we  
21 released the solicitation for planning grants on Tuesday.

1 November 12th will be the deadline for those proposals.  
2 We will make awards, announce awards by the end of  
3 December. Money will go out January 2nd. Your planning  
4 period, you build your partnership, identify skills  
5 needs, write your plan, will go through March 31, 2014.  
6 At the same time that implementation grant solicitation  
7 will come out in early January. It will be your roadmap  
8 for what specifically you need to do as you write your  
9 training plan. And all those plans will be due by  
10 March 31st. And, again, we need a little time, so it  
11 won't be until May that we make announcements.

12           Now I'm just going to go into some of the  
13 basics, the very basics about the planning grant proposal  
14 requirements. I'm sure many of you have much more  
15 detailed questions. So I will go quickly through this.  
16 We, as I said earlier one entity cannot apply for a  
17 planning grant. We are -- that the planning grant will  
18 require an applicant group, and we are requiring at least  
19 two employers and two other types of -- could be a  
20 workforce -- it could be an economic development entity.  
21 It could be a labor union. It could be a nonprofit that

1 works with people who are in a particular -- oh, I guess  
2 basically it could be a nonprofit that works with  
3 veterans. It could be a nonprofit that works with people  
4 who have just come off Welfare. I'm not capturing all  
5 the folks who are here, but I think the diversity is key  
6 to us, and we hope that it will start -- it will begin at  
7 this early stage. Among that group, someone needs to be  
8 the lead applicant. And in this, for this grant, the  
9 lead applicant will also be the fiscal agent. So when  
10 you get your group together, pick who it is that's going  
11 to be the person that signs on the dotted line and that  
12 we actually disburse the planning money to.

13           When we look at how these partnership models  
14 have worked around the country, it's very clear that  
15 someone has to take charge. There has to be someone that  
16 convenes everyone. I'll stop using that word. There has  
17 to be a focal point for the collaboration, an entity, a  
18 person who calls the meetings, that makes sure productive  
19 discussions occur, and puts pen to paper to write your  
20 plan. The term of art is a convener. We've adopted that  
21 term of art. Another word could have been project

1 manager. We decided that it was so essential for getting  
2 the kind of collaboration that EARN Maryland envisions  
3 that it is a requirement of the planning grant proposal.  
4 And, again, at a minimum for your planning grant, we need  
5 to know the target industry that you have in mind, and we  
6 also need to know the region. I don't think it's in the  
7 PowerPoint, but it's very clear in the solicitation  
8 region is a very flexible term, and, in fact, it should  
9 probably be driven by the industry you've chosen and the  
10 kinds of needs that they begin to identify. It may be in  
11 one county. May be multiple counties. But we really  
12 want you to -- I won't say this too many times, but think  
13 outside the box with your partners when it comes to lead.  
14 This is a list of entities that can be a lead applicant.  
15 Employers, nonprofits, two and four-year institutions of  
16 higher education, local workforce boards, industry  
17 associations, labor unions, local governments and/or  
18 local and regional economic development entities. In the  
19 last six months all of us on the EARN team, including  
20 myself, have talked to some, if not most, of you. And I  
21 know that there are all varieties of potential

1 partnerships already out there. I mean I don't know the  
2 specifics of each one, but when I think about where we've  
3 been and who we've talked to in different regions, in  
4 different industries, it's evolving differently. We  
5 wanted to certainly recognize that and give as much  
6 latitude in terms of a lead applicant as we possibly  
7 could.

8           There will be other partner organizations, and  
9 they are critical as well. So in addition to the list of  
10 potential lead applicants philanthropic organizations is  
11 one that we want to get the support of the, the private  
12 sector funding community. So we'd like them to be part  
13 of this process. I'm realizing now that someone is going  
14 to ask what's the difference between a community based  
15 and a nonprofit? So I'll deal with that later. K to 12  
16 programs, CTE programs should definitely be on your radar  
17 in certain areas for potential partner. And there may be  
18 other smaller private training providers that we haven't  
19 thought of and they certainly should be partners in this  
20 endeavor.

21           As I said earlier, we realize that this whole

1 sector partnership model that is the genesis to the EARN  
2 Maryland legislation and this program really requires a  
3 point person or an entity that takes the lead. And we've  
4 made it a requirement, and as we've said in the  
5 solicitation, there are a couple of characteristics that  
6 we're really looking for a convener to have. Certainly  
7 credibility. Certainly someone that has the clout in  
8 that industry or in that region to bring everybody  
9 together. An entity that may have a stake in this, but  
10 also has the ability to step back and be able to balance  
11 everyone's interest when it comes to putting these  
12 proposals together, both the planning grant proposal due  
13 in November, and when you're writing that workforce  
14 training plan that's due in March. And at the very basic  
15 level the convener is the project manager. So for the  
16 purposes of the planning grant, the lead applicant could  
17 be the convener, could be the fiscal agent. Could be all  
18 in one. But there could be two different entities that  
19 serve those roles. And, again, this is a very flexible  
20 program because it's allowable, but we also note that's  
21 what's actually happening out in Maryland around this

1 EARN program.

2 I will take some questions now. I think it  
3 will probably be a good time to stop. I am planning to  
4 answer questions here. My answers will also be posted on  
5 our website. The best way to pose questions after this  
6 session, really the only way, is to e-mail us at  
7 earn.jobs@maryland.gov. We, as I said, have a system in  
8 place to be as responsive as possible. So feel free to  
9 e-mail us day or night, and -- okay. So we have handed  
10 out cards, which I don't see coming up, but we did hand  
11 out cards. Oh, here they are. Mostly because we have a  
12 court reporter and it's very difficult for her to hear  
13 people way in back, so I don't mean to cut down on  
14 discussion, but for the moment we're going to go with the  
15 card approach. And feel free to write your cards  
16 throughout, and we'll come around and collect them.

17 The first question is, will reviewers give  
18 feedback to applicants of rejected planning grant  
19 proposals? Yes, we will. We see the planning grant  
20 phase as an opportunity for you to start getting together  
21 to start building your partnerships and thinking about



1 the needs of your industry. We realize that you may have  
2 needed more time than 30 days, or on the 28th day you  
3 latched on to two perfect partners, but there's really no  
4 time to put it in your application. So we do not want  
5 this planning phase to be seen as an end. It is really  
6 just a beginning. And I expect that there will be groups  
7 that don't get planning money but that continue, and I  
8 hope will continue working throughout that January to  
9 March to put in a stellar plan. So we are not closing  
10 the door on anybody, and we will be happy to provide  
11 feedback to those who do not get planning grants in this  
12 first round.

13           Okay. Are for profit workforce companies able  
14 to partner? I don't see why not. I'm not sure I  
15 completely understand what that is, but to the extent we  
16 include for profit training providers as a potential  
17 partner, the answer is yes. I'm looking at Scott because  
18 I don't know if that's ever been asked.

19           MR. JENSEN: Temp agencies.

20           MS. SACHS: Well, their role and how they would  
21 benefit from the funding would have to be clearly

1 articulated, but I don't want to say the answer is no.  
2 I'm just checking on -- that answer. Is the list -- oh,  
3 is the lead applicant list a closed list or could another  
4 entity such as a training developer also assume this  
5 role? It is a closed list. We reviewed that with our  
6 counsel and decided that based on the statute in terms of  
7 who receives money -- because remember in the planning  
8 grant the lead applicant is the fiscal agent. So in  
9 terms of lead applicant, fiscal agent, it is a closed  
10 list.

11 Let's see.

12 UNIDENTIFIED SPEAKER: Excuse me. What's a  
13 closed list?

14 MS. SACHS: Oh, I think they might -- that, the  
15 list that we have, this list is --

16 UNIDENTIFIED SPEAKER: Oh.

17 MS. SACHS: That's it. Pretty broad, but it  
18 clearly -- we -- okay, I get this one all the time. We  
19 are located on the State border, so many employers are  
20 either in Pennsylvania, West Virginia, as well as  
21 Maryland. Can out-of-state employers be part of our

1 team? They employ our students who are trained in  
2 Maryland as much of Maryland businesses. The answer to  
3 that is yes. Now, I've said, and it's an FAQ that is  
4 already up on the website. You have to show the benefit  
5 to Maryland; either to Maryland students, Maryland  
6 workers, Maryland's economy. I mean I think since this  
7 is about training and getting workers where they need to  
8 be, if it's an out-of-state company and their bottom line  
9 is going to help another state, I don't know if that's  
10 going to be as strong, but certainly considered.  
11 Basically though showing the benefit of out-of-state  
12 partners, the benefit to Maryland workers or students or  
13 our economy is essential. Do not think these have to be  
14 close quarters.

15 I'm going to answer the ones I know I can. I  
16 will go back later to the ones that are a little  
17 trickier. What will the timetable for implementation  
18 grants be? Oh, meaning, okay, how long will you have to  
19 send the implementation funding? And the answer is  
20 that's what we need to see in the plan. We as a State  
21 agency have to encumber the funding by June 30th. That

1 does not mean that you will have a window per se to study  
2 it. Five years is going to be too long. We may put a  
3 cap, but we don't know yet what that would be. And we  
4 need to know, based on the plans you develop, what's  
5 reasonable. I mean I know in other states, and we've  
6 spent a lot of time talking to our counterparts around  
7 the country, some training plans are six weeks.  
8 Employers need a short course in how to use a new piece  
9 of equipment, and they can get it up and can get it  
10 running and it's done. There are others which are  
11 probably going to be more through our institutions of  
12 higher education that may take a year. They may take  
13 two. But we're going to track them as the funding goes,  
14 and we need to know in the plans what's reasonable given  
15 the kind of training that your plan is developing. I  
16 know that's probably not quite specific enough, but  
17 that's what I know at the moment.

18           How detailed should the training plan be in  
19 regards to specific curriculum components for the  
20 training topics identified? It's going to have to be  
21 specific. I mean we have not fully written the

1 implementation grant, but the course title is not going  
2 to be an -- and if it's a course you've had, it's going  
3 to have to show why it meets the specific need. And I  
4 dare say they will, but we are going to be looking for  
5 specificity and we'll tell you exactly how specific in  
6 the next solicitation. Syllabus, probably not. But the  
7 course outline I would expect.

8           Are administrative expenses for the lead  
9 applicant of a planning grant an allowable use? If so,  
10 what is the cap on administrative expenses? We've  
11 contemplated an administrative expense component  
12 particularly when it comes to staff time.

13           Cindy, I'm not looking at the document. Was  
14 there a percentage left in there?

15           MS. PARODIES: No. So basically we're  
16 saying --

17           COURT REPORTER: She needs a mic.

18           MS. PARODIES: -- management plan -- if you're  
19 going to be allowing one of your staff to -- can you hear  
20 me now? So we took out the cap on administrative  
21 expenses because what we see in this collaboration role

1 is that partners are going to share some of their staff  
2 -- to allow them to work on this, the coordination, the  
3 logistics, the -- all of that. So or you're going to  
4 potentially hire a consultant. And there are other  
5 things like supplies, whatever. So we want this all  
6 included in your budget, okay. And in the management  
7 plan, we want you to get as specific -- to let us know if  
8 you have a staff person who is going to commit to 20  
9 percent time to work on the partnership, we want to know  
10 it's 20 percent time and what that dollar amount would  
11 be. Does that answer the question?

12 UNIDENTIFIED SPEAKER: So there's no cap?

13 MS. PARODIES: There's no cap, but there's a  
14 budget, and you're going to have to prove to us why you  
15 need the money that you do. And if you just start  
16 putting in a bunch of staffing time and you don't show us  
17 why that staff person is necessary, we'll probably -- so  
18 you really have to think through your budget in terms of  
19 your planning -- and what you actually need to implement  
20 that planning process.

21 MS. SACHS: Okay, this -- this hooks me up.

1 This is pretty -- this question is how can we have a  
2 workforce plan ready by November 12th if we are still  
3 gathering industry partners? You don't need the  
4 workforce training plan by November 12th. You need the  
5 -- to fill out the proposal narrative that's identified  
6 in the planning grant, which I will get to in a minute.  
7 The workforce training plan is developed between January  
8 and March. We know that you do not have all your  
9 partners. We know that you are not ready to fully flush  
10 out the skills needs of your target industry. We hope  
11 you've had a conversation with a few and they have some  
12 idea that -- and I'll reveal this because we've had -- in  
13 wind industry going to need welders down the line. Maybe  
14 not immediately. Maybe sooner rather than later. But  
15 that is a skills need that they've identified. So  
16 they'll put that if they apply in their proposal  
17 narrative. But we know that what it takes to get those  
18 welders, what they're going to do, how they're going to  
19 be trained, where they're going to be trained hasn't been  
20 thought out. All the people probably aren't at the  
21 table. So we want to get your initial thoughts with the

1 two, three entities in which -- four entities, but two  
2 have to be employers for the planning grant, but we don't  
3 expect you to have all the work done. You can't.  
4 Because it's too soon, and we anticipate partnerships to  
5 flourish and grow for that March 31 deadline.

6 I'm going to answer a few more questions, and  
7 then go through the PowerPoint and do the rest after  
8 that.

9 Will any special consideration be given to  
10 proposals that target hard to serve populations? The  
11 answer to that one is yes. Not necessarily the planning  
12 grant proposals, but definitely we have in here among the  
13 enhanced considerations for the training funding will be  
14 robust. We called it job readiness, catchall term for  
15 supports and programs for those that may be harder to  
16 serve and have lower or no skills at the moment.

17 Should the convener be from the industry? You  
18 know that's really up to you. Industry -- might suggest  
19 that it has to be, but the reality is when you're also  
20 looking at regions there may be an entity that's already  
21 in a better position that's close with industry. Maybe



1 it's an industry association. Maybe it's the local  
2 economic development board. Maybe it's a community  
3 college that already had in a particular area close ties  
4 with an industry. Maybe they know everybody best. So we  
5 are not requiring that the convener be from industry.  
6 It's really going to vary partnership-by-partnership.

7           Are there philanthropic organizations that  
8 support workforce training and education? In Baltimore  
9 City there are. I don't -- I confess, I don't know about  
10 other parts of the State. There are certainly  
11 organizations that support workforce training for lower  
12 or no skilled populations. So that's all I really can  
13 share on that right now.

14           Is it DLLR's intent to spend the entire 4.5  
15 million on planning grants if there are enough successful  
16 -- no. We are not going to spend all the money on  
17 planning grants. I think -- it's hard for me.  
18 Handwriting, and I don't have my glasses on. No. We are  
19 reserving the bulk of the money for the training. That  
20 is why the planning grants are so small. It's a short  
21 window. We wanted to give people some impetus to get

1 their plans going, but we -- but we are reserving the  
2 bulk of the money for training because that is the intent  
3 of the statute.

4           Explain plan -- again, the planning phase is to  
5 get you going. It is seed money for those partnerships  
6 that are already beginning to form. And I know they're  
7 out there because we hear about them every day. And  
8 you're not going to have it fully thought through.  
9 You're not going to have all the skills. I hope you  
10 don't have all the skills identified because you don't  
11 have all the industry partners at the table most likely.  
12 That's what the planning money is designed to help you  
13 do. It will not guarantee it if you get implementation  
14 funds, but it will give you a leg up because you will  
15 have up to \$25,000 for that process to take place.

16           The other question, which I do feel the need to  
17 address, training, having been at -- Maryland Higher  
18 Education Commission, does it need to be MHEC approved or  
19 accredited? So we are working with -- or I've been in  
20 touch with staff and had some types of training -- may  
21 need that, not all. It depends, and that's the whole

1 sort of accreditation approval process. We will address  
2 that further in the next solicitation. Some of you know  
3 that your courses do go through the MHEC process, but not  
4 every single course that's envisioned under this program  
5 will have to. And that's one of the variables like many  
6 in this new approach to funding training.

7           Let's see. I'm going to go into the  
8 PowerPoint. It may answer some of these questions. So,  
9 again, the main goals of the planning grant application  
10 are these five items. We talked a lot about structuring  
11 partnerships or at least getting partners to the table  
12 and then working on how you're going to work together to  
13 develop your plan. We do want to know the target  
14 industry and the region. We want to know a little bit  
15 about the target industry. We're not requiring a lot of  
16 analysis, but I suspect in some industries you know why  
17 you're coming together. You know there's a certain need  
18 that brought everybody to the table. I suspect that you  
19 talk amongst yourselves, which is the goal of this  
20 program and your given partnership. You will identify  
21 other things that are critical, that are missing, that

1 require some thinking to come up with a solution;  
2 solution being training or an educational program of some  
3 sort. We are also trying to -- gauge as you put together  
4 your planning grant proposal what you're doing to engage  
5 industry. Of the budding partnerships we hear about,  
6 some of them are truly industry driven. For various  
7 reasons industry is coming to the table first. In other  
8 places, it's other partners that see a need or know of a  
9 need or have been working sort of on something but they  
10 really could grow it bigger with an approach like EARN.  
11 So we are asking you to tell us exactly what you plan to  
12 do to get industry to the table. And once you do, how  
13 are you going to draw this information out? Because  
14 that's really critical. And I've been in some of these  
15 conversations because we've all been trying to promote  
16 the program. And when you sit down with business leaders  
17 or maybe it's the head of their HR Department, and you  
18 hear about recruiting hurdles or retention hurdles or why  
19 they can't grow because they can't find enough people  
20 with X skill set, you begin to shape what the need is.  
21 And sometimes it's off the top remarks that really grow

1 into, oh, my gosh, that's it, that's what's missing,  
2 that's what we should focus on. So how you draw that out  
3 is critical, and we want to know by November 12th what  
4 you're going to do as a small budding partnership to have  
5 those conversations. And similarly of those of you that  
6 are on this applicant as the applicant group have you  
7 worked together before? What success have you had? What  
8 experience might you have had with this approach, the  
9 sector approach? Obviously it's new in Maryland. So  
10 we're not expecting a lot of you to have that. But I do  
11 suspect, and I know for a fact there are other grant  
12 programs out there were some of you are already working  
13 together. You're already funded to do collaborative  
14 efforts. We do want EARN to encompass that. However, we  
15 will not rubber stamp whatever that is. We want the  
16 pieces of EARN that are critical; namely, industry  
17 leadership to be the centerpiece of these proposals.

18 I've sort of hinted at this before, but the  
19 planned grant application is the start of the planning  
20 process. We want to know who the initial members of your  
21 planning partnership are. We want to know what data

1 industry experience you have right now just to justify if  
2 you've picked an industry that's worthy of consideration,  
3 that's worthy of a planning process. And we certainly  
4 want to know generally what region you've thought about.  
5 And, again, it may not be a county. May not even be what  
6 we consider a region of the State. It may be defined by  
7 the industry. May be defined by where your potential  
8 pipeline of students and workers come from. And the  
9 technical term for that and I don't want to guess --

10 UNIDENTIFIED SPEAKER: Labor sheds.

11 MS. SACHS: There's labor sheds and there's --  
12 anyway, I know I'm learning this myself. We have experts  
13 who will be looking at the proposals to know this stuff.  
14 But I don't think you should think traditionally about  
15 region. If you do, that's fine, but we're encouraging  
16 you to think broadly as well.

17 The piece that I probably didn't flush out as  
18 much a few minutes ago is we really want to be funding  
19 planning. We're not funding what's already been  
20 happening. So we are asking you in this application for  
21 the planning grant, the November 12th application, to

1 tell us what steps you're going to take to do the work,  
2 to bring people together, to have the conversations, to  
3 chart your course for writing that plan. Because the  
4 money we give you is to support in drafting of that  
5 workforce training plan, and it's our vision that the  
6 best plan will have input from a lot of partners. And  
7 that takes work, and we recognize that.

8           So as highlighted up front I think in the  
9 solicitation, the award for planning grants is capped at  
10 25,000. We will give you a lump sum on January 2nd. If  
11 there are any unused funds, we will expect them back.  
12 And we don't know how many grants, we don't. Because we  
13 don't, we don't want to short-circuit what's going on out  
14 there. So we -- so we've decided that we want to see  
15 what we get . I think the cap amount helps us balance out  
16 how much money we're likely to give out in this first  
17 phase, but we hear lots of things all day long. We're so  
18 eager to see what many of you put forth on November 12th.

19           This just gets back to what are we talking  
20 about with industry engagement. What does industry led  
21 mean? I know there's a line in the solicitation it

1 doesn't mean industry hosts every meeting. It's sort of  
2 a throwaway line, but I think it's really to emphasize  
3 that we're not expecting industry to open their doors and  
4 just talk at you. We know that you, if you're not an  
5 industry member, have an important role to play. And  
6 part of that is based on your experience as a training  
7 provider, as a workforce director, as a regional economic  
8 development person asking the right questions of industry  
9 so that we get the skills needs identified, so we get the  
10 recruiting challenges identified, and then collectively  
11 you come up with solutions. So we've tried in this  
12 solicitation to come to you with ideas and surveys  
13 sometimes get -- but then again sometimes they work. We  
14 were out in Colorado for a National Governor's  
15 Association Conference, and they featured an aerospace  
16 partnership in the region outside Denver, and it really  
17 started with a new person at the community college, who  
18 developed a survey that apparently worked because he  
19 managed to get the attention of at least HR folks, but  
20 ultimately even, you know, supervisors within some of the  
21 aerospace companies in that region, and they came to the



1 table. And it was a response to a survey. So I don't  
2 want to dismiss any particular approach. Certainly at  
3 some point conversations have to happen. But how you  
4 engage business initially is really based on your best  
5 experience. You may need to try things that you haven't  
6 done before. One of those approaches which is -- it's  
7 highlighted elsewhere, but we didn't feel it was -- I  
8 didn't feel it was right to make it a requirement, is  
9 find one person in the industry you're looking at who is  
10 a leader already, who understands, maybe has experience,  
11 maybe just is an open-minded person for what this sector  
12 approach is all about, and see if you can't engage them  
13 to engage their peers. I know there's -- where that's  
14 already happening. It's certainly happened in other  
15 states. Industry champion is not a requirement, but I do  
16 encourage you to think along those lines. Not  
17 necessarily out of the -- just somebody with credibility  
18 in the industry who can bring other people to the table.  
19 Again, these are some of the tools that we've heard  
20 about, talked about, have worked elsewhere. But, again,  
21 as we haven't said so much today, every industry is

1 different. The four that were highlighted as part of the  
2 legislative conversation were healthcare, construction,  
3 cyber security and manufacturing. But there are many  
4 others, and we do not focus exclusively on those four.  
5 So what works best to engage employers and industry  
6 leaders in one industry or even in one region may be  
7 different in another. And there may be -- as it shows  
8 here there may be tools that are common in the industry.  
9 I know some budding partnerships are involved because of  
10 industry associations. And in some cases they may have  
11 the right kinds of connections to elicit information and  
12 bring people to the table.

13           There are really only three areas right now for  
14 -- well, there are only three hours of enhanced  
15 consideration for planning grant awards. There are  
16 additional areas for the implementation planning. But  
17 for the November 12th applications, there are really  
18 three things we want to see in a robust way that will be  
19 given enhanced consideration. I'll start at the bottom.  
20 The statute was very clear about maximizing potential of  
21 collaboration through direct financial or any kind of

1 support from industry. So that will be an enhanced  
2 consideration for both the planning grants and for the  
3 implementation grants. We also as we've been saying all  
4 afternoon, want to see your capacity as an applicant  
5 group to collaborate. Have you done it before? What  
6 plans do you have in place to do it now? Are you going  
7 to have pre-meetings? Are you going to have small focus  
8 groups and then come together in a bigger session? Those  
9 are just ideas that I'm throwing out there. None of them  
10 are required per se. But we want to see what your plan  
11 is to use this money effectively, which goes to number  
12 two. We want to see how you're going to bring industry  
13 to the table, bring other -- to the table and have a well  
14 thought out process to develop your workforce training  
15 plan. That process involves drilling down into what the  
16 skills and workforce challenges are in the industry. And  
17 once those are identified, what are the best ways to meet  
18 them? What programs, what courses, what providers need  
19 to come in? Maybe you're an industry where somebody  
20 happens to recognize that veterans have had specific  
21 training in their military careers. Maybe it's not

1 exactly the right thing for the industry, but it's in the  
2 right general area. How can you bring in that population  
3 which we know is very well sought out for workforce  
4 opportunities right how? How do you think about your  
5 industry's needs and the training that population may  
6 have received in another setting and bring it all  
7 together?

8           We've had some of this articulated in the free  
9 webinars that are on our website that were presented over  
10 the summer, but we can't emphasize enough as Scott  
11 mentioned at the beginning, this is different. This is  
12 not training and hoping that there's a job. This is  
13 thinking about what are the jobs, what are the skills?  
14 And then training to that end. So in that sense it's not  
15 a typical way of doing things. It's also not one  
16 training program for one employer. That's the hard part,  
17 getting everybody together. Even just getting  
18 competitors in the industry to the table, it's a  
19 challenge. We know that. But this model has worked  
20 elsewhere, and I have confidence that we can do it here  
21 too. And we do again, as we've emphasized a lot and

1 highly in the solicitation we want to know that the  
2 training that's proposed for funding in March is grounded  
3 in the experience of industry and data they develop  
4 around their workforce team and any other labor market  
5 data you might have about skill sets and/or skills needed  
6 for projected job growth. But industry is going to have  
7 to validate that job growth. And hopefully you'll have  
8 the right people as part of your industry partners at the  
9 table.

10           Again, same points. We want to see the  
11 components of collaboration, industry involvement. We  
12 also recognize that over time we fund the training plan  
13 and it's essentially find you a partnership next spring  
14 that that partnership will be sustained. And it may be  
15 if they continue working together in six months there's a  
16 new need, and we want you to have built a structure  
17 within your partnership to respond to that need. That's  
18 a conversation really for the next solicitation, but I  
19 guess point is really EARN Maryland is not static, and  
20 it's not what's envisioned. It's not how this approach  
21 has worked elsewhere. And we're really hoping that

1 through these solicitations we're giving you the ideas  
2 and some of the knowhow to make this work in the way that  
3 it needs to.

4           Oh, so this responds to about five questions  
5 that I have here in different ways. We know, we know, we  
6 know that everybody is looking for partners. We have  
7 tried in our own personal way -- and we're doing it as  
8 fast as we can. We had introductions earlier for that  
9 purpose. We hope there might be a little time later for  
10 you to seek out people you heard pop up who are from your  
11 region or in a similar industry. We are developing, and  
12 it's close, but we have a few more bugs to fix, a online  
13 web portal. It will look roughly like this. It will be  
14 an online sharing platform where you will create a  
15 profile for your organization. I've seen it. I've tried  
16 it. So I'm not just making this up. You will create  
17 tags for your organization, and that will allow this  
18 system to help you find people in your region, in your  
19 industry. Maybe you have a partnership -- in an industry  
20 in your region and you've hit a stumbling block. It's  
21 February 2nd, and you're thinking, oh, gosh, how do we

1 solve this workforce challenge? Well, there will be  
2 probably -- it's one of the big four. There will  
3 undoubtedly be other buddy partnerships around the state.  
4 At that point it will be profiles through the buddy  
5 partnerships. So you can contact your colleagues in  
6 another part of the State and say what are you guys doing  
7 to address this issue? Or did it come up in your  
8 partnership? What are you going to do? Do you have a  
9 training module? Oh, you -- out of state -- so we're  
10 really trying to use this initially to connect your  
11 partners for your partnership, but the functionality is  
12 going to be designed to build profiles with partners and  
13 connect the partners.

14           We hope that it will be up in November. It will  
15 not necessarily be up by November 12th, and for that I  
16 apologize in advance. But if this week has taught us  
17 anything, government and technology is not always a great  
18 marriage, and better to be -- get it right than to be  
19 fancy. So we are taking it slow. But certainly as we  
20 get into November, December and the January stretch where  
21 you're really going to need to grow the partnerships, it

1 will be up and running. So in the meantime we will be  
2 posting the attendees of today -- we'll either send it  
3 out -- we'll get it to you so you can see who is here, at  
4 least the organizations. And we know this is an  
5 essential part, and we've done the best we can to roll  
6 this out, but we need to get it right before we go live.  
7 So as I said earlier, and I'll say it a couple times  
8 again, we want to hear from you. We want your questions  
9 to be e-mailed to the [earn.jobs@maryland.gov](mailto:earn.jobs@maryland.gov), and we are  
10 cutting off questions about the solicitation on  
11 October 29th. But in that time between then and now we  
12 are -- we have a team in place to respond to questions in  
13 a timely fashion. We plan to update them daily, and  
14 there will be FAQs. And if there are some already up as  
15 of earlier today, please check those before you e-mail  
16 us. I am sure there will be new and different questions  
17 up to the 29th, but I do think some of them will have  
18 been asked and answered in the FAQs.

19 I'm going to leave this slide up because we  
20 want you to have time and think about who is in the room  
21 that you might partner with, but it's only 2:05. So I am



1 going to go through some more of the questions I got  
2 earlier, but keep them coming.

3           Okay. If we a recruiter with partners across  
4 several industries, can we apply as one group or would  
5 each industry group have to apply separately? So if I  
6 understand the question, if you're a state-wide  
7 organization, and you foresee a role in EARN, you're  
8 going to have to apply through partnerships and through  
9 industries. I'm not sure what partnering means, but this  
10 is industry specific and region specific. So there's no  
11 state-wide application envisioned. And, again, if you  
12 work across the State of Maryland, you need to hookup in  
13 pockets, because that's how this program is designed. I  
14 know I'm really -- out to the heart of this one, but  
15 rewrite it, if I can find anyone to write it.

16           Oh, we will be developing technical  
17 applications to be used as part of the partnership. Will  
18 these new products be the property of the State of  
19 Maryland? So I am a lawyer by training and I had the  
20 safety talk about state property without doing some  
21 research. The intellectual property developed as part of

1 the technology will be in the public domain. I don't  
2 even have to look -- that property -- and we will. We'll  
3 post, we'll post -- okay. Okay. I guess cards are good,  
4 but I do -- okay. Give us some idea for how to identify  
5 certain industries to begin a partnership. Okay. So we  
6 said that we have this tool that we're going to roll out,  
7 and I do think that industries identified as part of the  
8 discussion early on, construction, manufacturing,  
9 healthcare, at least those three are popping up in many  
10 parts of the state. I would start -- if you really don't  
11 have any partners right this minute, I would look at  
12 those industries in your region. I would go to your  
13 local workforce board, your community college, your local  
14 economic development entity. See what they're doing  
15 around. Chances are there's something in one of those  
16 areas. I mean cyber security is turning out to be a more  
17 concentrated space in certain very specific parts of the  
18 state. So unless you're in those, I'm not sure. IT  
19 though, we're hearing a lot about IT. With the need for  
20 skills training in that, I'll use the word space, even in  
21 the healthcare industry, workers needing upgraded IT

1 skills. But just generally I know there's some  
2 partnerships around how you can get people positioned to  
3 -- for the information technology industry that appears  
4 to be taking root in parts of the state. So that's  
5 another one, not the same as cyber security, but it does  
6 seem to be on some people's radar.

7           Questions I haven't seen. I think I've seen  
8 all these. Oh, here's some. We will answer all of these  
9 on the website. Oh. Can you describe what will be  
10 covered in the January 20, '14 conference? So, yes, it's  
11 mandatory. We want people to have the benefit of certain  
12 learning. We will, well, I don't want -- the idea is we  
13 want you to have the benefit of networking. We want  
14 partnerships in the same industries around the state to  
15 have the ability to get together. We may have some  
16 sessions on how to have these conversations. It's been  
17 done well in other states. It's something I'd like to  
18 do. We will most likely have a session on job readiness.  
19 What do we mean? What works? That is -- no skilled  
20 work. So I expect it will only be one day, but there  
21 will be some more practical training tools. There will be

1 some substantive training tools, and there will  
2 definitely be a session for target industries that are in  
3 the same space or similar space to get together with a  
4 facilitating discussion about what you're doing and what  
5 you're hearing in your individual -- it's modeled off of  
6 conferences that have been done in other states where  
7 this sector partnership model has worked, and we're told  
8 it's very effective, and we want to do it.

9           Is a copy of the PowerPoint being made  
10 available? We can post it online. That's easy -- Once  
11 the planning grants are assembled, will there be efforts  
12 to combine like approaches when feasible? Okay. So,  
13 yes. I expect that we will get within a given region of  
14 the State two proposals that are in the same industry  
15 space, and we will call you and say get together. And  
16 it's not your fault. You may not have known it. If you  
17 did and you just had some turf issues, we're going to  
18 call you and say get together. And I think even with a  
19 site like EARN -- which certainly would help, and I  
20 apologize that it's not going to be up as soon as we had  
21 hoped, I still think this can happen. We don't want

1 duplicated efforts in the same region. Now I realize  
2 some industries are large and there are subsectors, and  
3 we'll have to see what we get. Maybe there -- so anyway,  
4 that's all I'll say. So the answer to that is yes there  
5 will be efforts to combine -- with the -- partners may  
6 not be exclusive to one proposal and may be instrumental  
7 and necessary for several proposals. Is this okay?  
8 Actually we envision that there will be proposals where  
9 one of the entities listed, one of the partner entities,  
10 they may be a convener and a lead applicant for one.  
11 They may just be a general partner for the other. They  
12 may need to be at the table because they provide training  
13 in that area, but they've had more experience working  
14 with a particular industry. So for one of the potential  
15 proposals they need to be the lead. So we anticipate  
16 seeing some of you on more than one proposal, and that is  
17 definitely okay.

18           Let's see. Oh, this has been asked a couple of  
19 times today. What is the largest amount the group would  
20 be eligible to receive of the 4.5 million? That is, are  
21 there caps on implementation grant funding? I'm looking

1 at Scott, and the answer is not right now. But it could  
2 happen. I think in some ways we need to see the, we need  
3 to see the planning grant proposals. We need to see how  
4 broad and comprehensive some of them are. I don't want  
5 to speculate. But clearly, if even a planning grant  
6 proposal goes beyond the bare minimum and we can foresee  
7 that there are partnerships out there and that they're  
8 really contemplating multiple types of training with  
9 multiple partners, it's a broad region, it's a growing  
10 industry, you know, there could be substantial money.  
11 But it's hard in the abstract to know. We do want you to  
12 think big, and it's one of the reasons in the preview of  
13 what we're going to ask for in the implementation grant  
14 proposals. We talked about multiple, multiple, multiple  
15 because it is really what's envisioned here. Think  
16 broadly within an industry. Think multiple skills  
17 levels. Think entry-level workers, incumbent workers,  
18 even managers. Where can they go? What additional  
19 training might they need just to help the industry grow?  
20 So we want you again -- it's maybe not outside the box in  
21 that respect. Maybe it's the people in the room having a

1 conversation that takes it outside the box, but we do  
2 want you to think big. It doesn't mean loose and vague  
3 big. It just means innovative big. But we're going to  
4 ask for specificity about what you're going to do with  
5 the funding, who is going to get it, what it's going to  
6 be used for, and we'll be a little more clear about that  
7 level of detail in the January solicitation.

8           Should partnerships be limited to one industry?  
9 Yes, yes, yes, yes, yes. I only know healthcare and  
10 construction because you all live in one part of the  
11 state. I mean it's just not the concept, and I don't --  
12 I don't want to be rude, but I -- one industry. Like I  
13 said within an industry there could be subsectors, and  
14 that's something we want to seek out through this  
15 process. Healthcare keeps popping into my head as I  
16 speak, but that's still one industry. We'll get to  
17 whether there could be in a region more than one  
18 healthcare proposal given that it's very different  
19 subsectors. But that's really not more than one diverse  
20 industry.

21           Will there be a focus on ethic and diversity?

1 I guess, I think this is, you know, will we, will there  
2 be an emphasis on specific targeted groups to train? So  
3 the answer is yes, but in different ways. So in the  
4 implementation solicitation, we will give enhanced  
5 consideration for plans that bring in other funding; that  
6 bring in your funding that comes with the training  
7 veterans. That's referenced in the statute. We also know  
8 there are other grants out there funding activity in this  
9 general collaborative arena. There's career pathways.  
10 There's -- there's manufacturing extension partnership.  
11 I know there are more. I don't even want to list them  
12 all. But we are interested in that, in using this money  
13 and this program to leverage all the other good work  
14 that's out there to help either specific populations get  
15 employed. So there may be people with disabilities.  
16 There's funding in that space. There's funding through  
17 the -- our Department of Human Resources. We're actually  
18 working closely with them in terms of effective job  
19 readiness for people who may come, try to come to the  
20 workplace but with low or no, lower or no skills. And of  
21 course I've already mentioned that there is soon to be if



1 not already an effort at the federal level to reemploy  
2 the long-term unemployed, which is a broad term for I  
3 think a lot of different things, but there could be  
4 funding rolling around that. In six months there will --  
5 oh, oh, six months or more, oh. If you've been -- I'm  
6 not -- if you've been unemployed for six months or more  
7 you're considered long-term unemployed. So I think there  
8 will be populations, and certainly if there's funding  
9 that comes with that, it will be given a priority. I  
10 don't know if I answered it fully, but I've tried.

11 I'm going to give you guys these cards back. Go  
12 through and see what I didn't answer.

13 Is there a minimum -- I think it says is there  
14 a minimum financial history for income of the lead  
15 applicant? That's a good question. Cindy, we didn't  
16 quite look at it that way. So we'll have to answer that  
17 one off-line. I know that some of you have e-mailed us  
18 questions even an hour before we came for clarification  
19 of certain terminology in the statute -- I'm looking at  
20 Barbara, definition of -- sustained wages -- I should  
21 have defined that up top. We will early next week.

1 There have been some questions about high -- high  
2 priority. I welcome all those. Keep them coming. I'm  
3 not going to give off-the-cuff definitions, but we do  
4 intend to clarify some of those terms as soon as  
5 possible. I learned not to take legislative messaging  
6 and -- in the solicitation. That was today's lesson  
7 learned. Because we need to define it. So we will  
8 define good jobs by Tuesday. Our concern about that one.  
9 They're going to give me whatever I haven't answered.  
10 I'm dying to take questions without cards, but -- all  
11 right, go for it. Yes.

12 MR. MONTROSS: Hold on just one second, sir. If  
13 you have a question, if you'll just come up to the mic so  
14 that we can get it -- to put online later.

15 UNIDENTIFIED SPEAKER: We're looking to develop  
16 -- I'm in -- technology. We're looking to develop a  
17 specific SIP for a subsector of that industry, and just  
18 to give you an example. We're not a big company. We're  
19 less than 100 employees, but we are in high growth. And  
20 so can -- is that an acceptable SIP of high growth  
21 manufacturing technology --

1 MS. SACHS: Yes. The answer is yes. And we  
2 recognize that certain industries or part, pockets of  
3 that general industry are growing and -- manufacturing is  
4 certainly one of those. And we know other states have  
5 capitalized no building partnerships. It's been very  
6 successful in our visits to Colorado. So the answer is  
7 yes. I hope I've answered. Okay. Anybody else?

8 UNIDENTIFIED SPEAKER: And I have one other  
9 question.

10 MS. SACHS: Feel free to -- we have time.

11 UNIDENTIFIED SPEAKER: Okay.

12 MS. SACHS: Which is to say, you know, meet  
13 each other. Because I -- it's essential to this program.

14 UNIDENTIFIED SPEAKER: So I heard all the  
15 introductions, and I'm in private sector, the company is  
16 honestly. How come there are not more private sector  
17 companies here?

18 MS. SACHS: Well, I got a few e-mails today,  
19 and they were from private sector companies saying, well,  
20 if you're posting FAQs, I don't think I'm going to come.  
21 So I don't know. Maybe it's the time management thing.

1 I did get some of those this morning. So I don't think  
2 that industry is not interested. And I know some people  
3 here represent consortia -- actually several people here  
4 represent consortia. We know a couple industries that  
5 are truly -- on this, but they're the initiators.  
6 They're probably not of those four actually, which is  
7 interesting. So I don't want anyone here who is from  
8 industry feeling lonely. I'm the first one to worry, but  
9 I really feel that the industry interest in certain  
10 industry and in other pockets of the state for this  
11 program is very real. So thank you though. I did get  
12 that question, but I think I neglected to answer it.

13           This is an interesting one. Is there a negative  
14 impact to submitting multiple industry-led projects from  
15 the same area? Do they compete with each other? The --  
16 answer is no. I mean we expect that certain -- and I'll  
17 use the word region in the traditional sense, that of the  
18 political regions in the state, we need to get several  
19 from each of you. I'm really kind of looking at the --  
20 you know. There should be probably many places of  
21 healthcare partnership. There's probably -- and that's

1 really the only one that I think that's likely to be --  
2 but we expect several different partnership applications.  
3 Not for planning grants, and certainly for implementation  
4 funds from each of the general regions, political regions  
5 that we think of.

6 Yes.

7 UNIDENTIFIED SPEAKER: I have two questions.

8 MS. SACHS: Okay.

9 UNIDENTIFIED SPEAKER: If you're an employer,  
10 in addition to using implementation grants for the actual  
11 training, number one, could you use that money to  
12 reimburse the employer for new hires during their  
13 training period as a way to share in the cost of the  
14 employer -- in the training?

15 MS. SACHS: So I've gotten that in a couple of  
16 different ways today, and it hasn't really come up  
17 before. So I'm not going to give an answer right this  
18 minute, but I'm glad it's come up because it's obviously  
19 important. We will come up with an answer and answer it  
20 shortly.

21 UNIDENTIFIED SPEAKER: And then the second

1 question, since this is supposed to be innovative and  
2 long-term, if there was a grant -- some trained HR  
3 departments and employers how to be more innovative in  
4 recruiting unemployed people to be trained further, would  
5 that training be qualified?

6 MS. SACHS: Yes. And I say it so affirmatively  
7 because we've tried in the solicitation to tease that  
8 out, and we recognized that, and we talked about industry  
9 needs. Sometimes it's as much about, as much about the  
10 process to getting the right skills as actually training  
11 for the right skills. Or maybe it's trainings that  
12 people who have the practical skills but they don't have  
13 some of the other -- well, I'm not calling them essential  
14 workplace skills. But let's just say someone has book  
15 learning but they don't have great customer service  
16 skills, and they need some training. They need to know  
17 how to get along in the work place. They need to learn  
18 to be a better supervisor. So that's one area. And I  
19 think you might be asking a little bit more about HR  
20 processes. We certainly want to know how those drive  
21 skill shortages, to what extent we'll fund solutions, it

1 kind of depends on what you propose. That's really where  
2 you went -- so I'm -- I encourage you to flush it out.  
3 And I hope it's part of a plan where there's some really  
4 obvious things that clearly qualify as training, and then  
5 there's these outside the box things that we will have to  
6 consider. We fully expect to get things in these plans  
7 for the planning phase plans, but certainly the training  
8 plans that we have never thought of. I think it will be  
9 helpful. Maybe we can put this in the implementation  
10 solicitation. Tell us if it's been done elsewhere. Tel  
11 us how it's worked. When we talk about data, I think  
12 part of it is telling us what your industry has  
13 experienced elsewhere. If there's a good model or module  
14 specifically in the training context. I heard -- anyway.  
15 So I think that's part of thinking outside the box.

16 Yes.

17 UNIDENTIFIED SPEAKER: Just curious of the  
18 potential fiscal agent. Are there any parameters as far  
19 as reporting or performance that we need to be planning  
20 for as we develop our projects that we'll have to  
21 report on, on the success of the projects?

1 MS. SACHS: So for the planning grant, which is  
2 November 12th deadline, it's pretty straight forward.  
3 It's the plan itself. The deliverable is the plan. And  
4 then your budget, how you've spent the funds. Our fiscal  
5 advisor is here. And you have to be as clear as possible  
6 for the planning grant. In terms of the training funds,  
7 the money that goes out next spring, yes, there will be a  
8 lot more specificity about how you track the money.  
9 There will be fiscal report facts. There will also be  
10 outcome measures. At a minimum, and this is for the  
11 programming side in particular, there will be the ones in  
12 the statute, you know, were there credentials, were there  
13 promotions, were there wage increases. We don't want to  
14 burden everybody with report facts. On the other hand,  
15 we are looking to understand the value and return on  
16 investment of the funding and how the partnerships  
17 function. And we are looking at additional outcome  
18 measures from the program side for those implementation  
19 funds. We are mindful that we don't want to create extra  
20 work on the reports, but at the same time we may need to  
21 measure beyond six things I think in the statute. And to



1 have -- we are in discussions with the Governor's State  
2 Stat Office on other measures that they may want. And  
3 that's in the statute as well, to develop measures with  
4 them.

5           We have additional copies of the solicitation  
6 available on your way out. I did get a question why are  
7 consultants limited to \$500 a day? And I -- fairly  
8 strict. It's a standard from some other state agents to  
9 grant applications, to be honest, but I'm happy to do the  
10 legal research. I, you know, we just, we don't want to  
11 create -- we don't want to use this money to create  
12 another industry of consultants. We really don't. I'm  
13 sorry, but -- my husband is a consultant. So and, you  
14 know, I'll say this. We want -- because we want to pay  
15 somebody to be the project manager, but you and the  
16 industry partners you bring, you're the experts. You  
17 are. And we want to fund you. So at the margins there  
18 may be some consultants that can help, but I really think  
19 you should try to think of a convener as a member of the  
20 partnership, if you can. That's more off the cuff  
21 than --

1 UNIDENTIFIED SPEAKER: My organization is a  
2 nonprofit, and -- so my target would be return of -- that  
3 come into our program that -- so would that be a -- that  
4 we could focus to get funding because we do get a lot of  
5 calls about where and how can they achieve -- based on  
6 the technology. That's another area that they haven't  
7 come familiar with learning how to use the computers.

8 MS. SACHS: So you -- GED training for the  
9 parents or the students?

10 UNIDENTIFIED SPEAKER: Both.

11 MS. SACHS: Okay.

12 UNIDENTIFIED SPEAKER: The parents so that they  
13 will be able to assist --

14 MS. SACHS: Right.

15 UNIDENTIFIED SPEAKER: -- kids with homework.  
16 But my focus is really an after school program -- parents  
17 and --

18 MS. SACHS: Well you certainly sound like what  
19 we're loosely calling the pipeline partner. You know, if  
20 you're somebody that can show -- region you are -- state-  
21 wide doesn't work here, you know. You're going to have

1 to partner with folks in wherever you -- whatever regions  
2 -- regions you have the program, but we certainly hope  
3 that nonprofits and community-based organizations with  
4 successful models for helping, whether it's parents or  
5 students, get to that next level. Maybe for the students  
6 it's GED training. Maybe for the parents it's, you know,  
7 computer skills that they didn't get. Both so they can  
8 get a job or maybe perhaps support their kids' education.  
9 I mean I don't know what model makes sense, but it does  
10 have to be linked to a partnership that falls to me in  
11 the category of job readiness. And in the statute it's  
12 very clear that if you want to get money as a job  
13 readiness training provider, you must be a member of a  
14 partnership, and not be disconnected from an industry  
15 partnership. It's very  
16 specific.

17 Any other questions?

18 UNIDENTIFIED SPEAKER: Yes, I have one.

19 MS. SACHS: Yes.

20 UNIDENTIFIED SPEAKER: You keep referring to  
21 industry partnerships, and I want to be clear about this.

1 As a professional facilitator and convener then must I be  
2 associated with that industry in terms of the skill set  
3 and knowledge or can I potentially be a convener and/or a  
4 partner with a group of individuals that are a training  
5 team? Am I clear?

6 MS. SACHS: Yeah. I think you're asking if you  
7 need -- in order to be a convener do you need to have  
8 industry expertise?

9 UNIDENTIFIED SPEAKER: Yes.

10 MS. SACHS: And the answer is no. I mean  
11 you're going to have to hookup with some group that's got  
12 the pieces of industry and two other partners. I mean  
13 you're here. So there's lots of people who may be  
14 looking for conveners. No, you do not have to be an  
15 industry expert.

16 UNIDENTIFIED SPEAKER: Okay.

17 UNIDENTIFIED SPEAKER: Hi. I'm also from a  
18 convener -- that connects recruitment and training. If  
19 some of the training companies, facilities that we work  
20 with are out of the state, and so we were focused on a  
21 specific region for the proposal, but it's possible that

1 for some of the workers who we're targeting to make more  
2 sense to them to do some of -- some of the project --  
3 this outside the state, would that restrict us from being  
4 included in this?

5 MS. SACHS: So you're saying that the work you  
6 do would become workers with the Marylanders and they  
7 would be employed by Maryland, a Maryland-based  
8 partnership?

9 UNIDENTIFIED SPEAKER: Yes.

10 MS. SACHS: But the training might be out of  
11 state?

12 UNIDENTIFIED SPEAKER: Just we already work  
13 with -- training facilities, and --

14 MS. SACHS: Okay.

15 UNIDENTIFIED SPEAKER: -- and we say you can go  
16 to whichever -- any of our --

17 MS. SACHS: Oh.

18 UNIDENTIFIED SPEAKER: Whatever is most  
19 convenient for you.

20 MS. SACHS: And some, some of them might be --

21 UNIDENTIFIED SPEAKER: Yeah. We -- to work

1 with some that are right across the border in Virginia.

2 MS. SACHS: Certainly -- I mean, look, we want  
3 to honor potential Maryland workers where they live. And  
4 if they live on the, you know, West Virginia,  
5 Pennsylvania, Delaware border, they shouldn't be  
6 precluded from participating. So I would say there's no  
7 restriction on what you've described. I think it -- the  
8 last question, it's a reminder that you may not have  
9 industry expertise, but you may have training and --  
10 training and recruitment expertise. Clearly that's the  
11 kind of partner that we envision being part of not every,  
12 but certain -- industry partnerships. So that's the kind  
13 of the think outside of the box partners shall we say.

14 Anybody else? Oh. Yes, hi. And again any  
15 questions you wrote down and we didn't answer, were  
16 probably hard ones that I couldn't answer, but we will  
17 put in writing. I'm not going to just blow them off if  
18 they are legitimate, and we hadn't thought them through.  
19 So I would prefer to post them early next week.

20 Yes.

21 UNIDENTIFIED SPEAKER: First of all I'm just

1 going to quickly comment -- your entire team because any  
2 interaction I've had, e-mail, the phone calls, everyone  
3 has been very patient, very informative, very sharp.

4 MS. SACHS: Thank you.

5 UNIDENTIFIED SPEAKER: It's very much  
6 appreciated -- to you and your staff. I'm with an  
7 education group, and we have -- we're based in Maryland.  
8 We have resources throughout the country, and we have a  
9 lot of established training programs, but we also have  
10 the ability to design programs. So I'm wondering if this  
11 -- if we find an issue that needs us to specifically  
12 design a program we don't already offer in Maryland but  
13 we are able to offer in Maryland are, you know, we got --  
14 established already.

15 MS. SACHS: Well it -- this gets into the whole  
16 accreditation and approval question. Since I don't know  
17 what types of programs. We are going to build into the  
18 solicitation. You're going to have to be sure that this  
19 doesn't run afoul with any accreditation approval that we  
20 have here in Maryland. And we will flush that out more  
21 broadly. So I guess the answer is it depends. Again, I

1 think it's better to be thinking bigger and then figuring  
2 out how what you're thinking fits within the parameters  
3 of the next solicitation, meaning you're going to have to  
4 run the tracks. We're not going to fund any training  
5 that's not, that's not -- if it needs to be accredited or  
6 approved in Maryland, it's going to have to be before we  
7 fund it. That's not to say everything you're sitting  
8 there thinking of is in that category. It's a  
9 complicated, it's a complicated system. And we will try  
10 to give a little more guidance on that in the next  
11 solicitation. Okay.

12           Take one more. I mean I'll be here 'till  
13 three, but anything I say we're going to have to  
14 broadcast --

15           Yes.

16           UNIDENTIFIED SPEAKER: Hi.

17           MS. SACHS: Hi.

18           UNIDENTIFIED SPEAKER: I'm -- from Prime  
19 Manufacturing Technologies. We do plastic ignition  
20 molding. And -- to thank -- this program, your meeting.  
21 It's really refreshing for us in the manufacturing



1 environment that you are putting the effort to train more  
2 people. Because that's one of the skill sets that we  
3 have a hard time finding mold designers, mold makers,  
4 good machinists. And so I'm really encouraged in this  
5 program.

6 MS. SACHS: Thank you.

7 UNIDENTIFIED SPEAKER: Yeah. My question is  
8 just to speed up the training process, some out of state  
9 companies already have some training programs available  
10 even for online training. Would this program be able to  
11 fund those type of training online? Which is out of  
12 state company, but we are training --

13 MS. SACHS: Will you -- in my absence?

14 MS. JENSEN: Yeah, I mean Cindy made the  
15 comment in response to an earlier question about  
16 something being in the budget. Similarly, if you can  
17 demonstrate in your plan why that's so important for the  
18 industry, that's what we're going to be looking for. And  
19 similarly the last question as well. Yes. We need to  
20 know why in your plan this new course needs to be  
21 designed, and, you know, again, if it's crucial to what

1 the -- partners had in mind, that's what we're looking  
2 for.

3 MS. SACHS: And again, because I -- secretary  
4 at the Higher Education Commission looking at some -- you  
5 know, you're going to have to show up that it meets all  
6 approvals if any in this State. Because we can't fund  
7 training that comes afoul of our laws and regulations.  
8 So we'll make that clear.

9 One more.

10 MS. MASON: Hi. My name is Katherine Mason  
11 (ph.). I'm with the -- College.

12 MS. SACHS: Yes.

13 MS. MASON: And we offer an audio-visual  
14 training that focuses on the veterans, veteran industry,  
15 and we're currently partnering with the industry  
16 association, and we would like to invite anyone who is  
17 involved here with audio-visual to at least give us a  
18 call. Because we are looking for partners in terms of  
19 applying for the ranks.

20 MS. SACHS: Okay. Thank you --

21 UNIDENTIFIED SPEAKER: I was subtly doing

1 changes for --

2 MS. SACHS: -- flat screen. We will get that  
3 portal up, and I think when you see it, you know, it's  
4 not -- but I think the opportunity ultimately to profile  
5 partnerships and learn from each other as we're building  
6 is really going to be tremendous. So it is coming. Give  
7 us a little more time.

8 Yes.

9 UNIDENTIFIED SPEAKER: Thank you for the  
10 presentation. Just a point of clarification, please.  
11 You mentioned the proposal would include two employers  
12 and two diverse partners. Could there be more than two  
13 and two? Could it be six and six?

14 MS. SACHS: Oh, yes, I'm sorry. That was a  
15 minimum. That was a minimum. So, yes, there can be --

16 UNIDENTIFIED SPEAKER: Okay. So four or five  
17 would be fine?

18 MS. SACHS: Four or five. I mean I would say  
19 for those of you, and I know some of you have been  
20 working at this for six months or more, and you've got  
21 more than four. And, you know, they need to -- you need

1 to show us that you're committed, but I expect to see  
2 some planning grants that they have -- partners. One's  
3 the lead, and there's a fiscal agent. And you need to  
4 figure out who is the best one to do that.

5 All right, so okay, oh. We're definitely going  
6 to be sharing the least of individuals, I may have said  
7 this earlier, who are here today. We've also brought --  
8 you signed in so, you know, we'll -- so you'll be able to  
9 look at that and see who was here, and we'll have  
10 organization and also the county of that organization.  
11 Again, we're not doing traditional regions, but it is  
12 helpful to kind of get some sense of where folks are  
13 based. So we will share that, and when that EARN  
14 Maryland connect site goes up, even if you're receiving  
15 e-mails from us, you're going to have to reregister  
16 through the site and create your profile.

17 All right, thank you all so much for coming.

18 (Whereupon, the Pre-Proposal Conference  
19 concluded at 2:37 p.m., on October 18, 2013.)  
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C E R T I F I C A T E

This is to certify that the attached proceedings before the Department of Labor, Licensing and Regulation in the matter of:

Pre-Proposal Conference  
Employment Advancement Right Now  
EARN Maryland

PLACE: Arnold, Maryland

DATE: October 18, 2013

were held as herein appears, and that this is the original transcript thereof for the file of the Department.

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Cathy Belka, Reporter  
FREE STATE REPORTING, INC.