



## DEPARTMENT OF LABOR, LICENSING & REGULATION

### Solicitation for Grant Proposals

*Issue Date: October 15, 2013*

## **Employment Advancement Right Now EARN Maryland**

### **NOTICE**

A Prospective Applicant that has received this document from the DLLR EARN Maryland Website or that has received this document from a source other than the DLLR EARN Maryland Website and that wishes to assure receipt of any changes or additional materials related to this Solicitation for Grant Proposals should email **[earn.jobs@maryland.gov](mailto:earn.jobs@maryland.gov)** immediately and provide the Prospective Applicant's contact name, organizational affiliation and email address so that addenda to the Solicitation or other communications can be sent to the Prospective Applicant.

**Minority Business Enterprises Are Encouraged to Respond to this Solicitation.**

STATE OF MARYLAND  
Maryland Department of Labor, Licensing and Regulation

**KEY INFORMATION SUMMARY SHEET**

**Solicitation for Grant Proposals:** Employment Advancement Right Now  
EARN Maryland

**Solicitation Issue Date:** Tuesday, October 15, 2013

**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, 4<sup>th</sup> Floor  
Baltimore, Maryland 21202  
**E-mail: [earn.jobs@maryland.gov](mailto:earn.jobs@maryland.gov)**

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

**Pre-Proposal Conference:** Friday, October 18, 2013 at 1:00 P.M. Local Time  
Anne Arundel Community College  
Robert E. Kauffman Theater (PCPA 107)  
101 College Parkway  
Arnold, Maryland 21012

**Submission of Questions:** All questions should be submitted via email to the following email address [earn.jobs@maryland.gov](mailto:earn.jobs@maryland.gov) no later than **Tuesday, October 29, 2013 at 5:00 p.m.** Questions will be answered in a timely manner. All questions and answers will be posted to the EARN Maryland website.

**Closing Date and Time:** Tuesday, November 12, 2013 at 3:00 P.M. Local Time

**Grant Duration:** January 2, 2014 – March 31, 2014

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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 to solicit grant proposals from qualified individuals and organizations to create 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.
- 1.1.2 No limit on the number of planning grants funded has been set, but the award amount is capped at a maximum of \$25,000 per grant.

### 1.2 Abbreviations and Definitions

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

- a. **Convener** – An individual or organization that starts the dialogue, assembles a shared set of facts about potential target industries and skills gaps, and reaches out to potential partners. The convener must have credibility with industry and the trust of a diverse set of program partners. The ideal convener will have the discipline and credibility to let industry partners set their own agenda and chart the course for the partnership, while balancing the interests of all potential partners. As a practical matter, the convener plays a critical project management role, including managing activities, logistics, outreach, coordination and drafting of the Strategic Industry Partnership (SIP) Workforce Training Plan.
- b. **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.
- 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. **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.
- f. **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.
- g. **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.
- h. **Implementation Grant (IG)** – Funding to implement the SIP Workforce Training Plans created during the planning phase.
- i. **Job Readiness Training** – Training for the purpose of assisting and supporting jobseekers 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 includes occupational skills development, GED preparation, literacy advancement, financial stability services, including financial coaching, credit counseling, transportation and child care.

- j. **Lead Applicant** – The entity designated by the applicant group to serve as the Fiscal Agent for the partnership for the purposes of the Planning Grant.
- k. **Local Workforce Investment Board** – A Local Workforce Investment Board sets policy for the local workforce system in one of twelve local workforce investment areas certified by the Governor in 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.
- l. **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.
- m. **PG Applicant Group** – The group of entities applying for Planning Grant funding. This group must include at least two employers from the target industry and representatives from two diverse entities, listed below under Strategic Industry Partnership.
- n. **Region** – Under EARN, 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 cut across Local Workforce Investment Areas (“LWIAs”) and geo-political boundaries, and even incorporate multiple economic development areas (city, county, regional).
- o. **Solicitation for Grant Proposals (Solicitation)** – This solicitation for grant proposals under the EARN Maryland program.
- p. **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, 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.
- q. **Target Industry** – A group of employers closely linked by a common product or service, workforce skills, similar technologies, supply chains, or other economic ties.

<b>1.3 Number of Grant Awards</b>
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- 1.3.1 No limit on the number of planning grants funded has been set, but the award amount is capped at \$25,000 per grant.
- 1.3.2 Grants will be provided in a lump sum at the time of award. Any unused funds must be returned to DLLR with the final financial report.
- 1.3.3 The number of grants awarded will be determined by the competitive process and the available funding.

<b>1.4 Grant Duration</b>
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- 1.4.1 The grant period lasts for three months, from January 2, 2014 to March 31, 2014.

1.4.2 Grant funding is subject to the release of the 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, 4<sup>th</sup> Floor  
Baltimore, Maryland 21202  
E-mail: [earn.jobs@maryland.gov](mailto: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 on Friday, October 18, 2013, beginning at 1:00 P.M. local time, at Anne Arundel Community College, Robert E. Kauffman Theater (PCPA 107), 101 College Parkway, Arnold, Maryland 21012. All prospective applicants are encouraged to attend in order to facilitate better preparation of 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 3:00 P.M. Local Time on Tuesday, November 12, 2013, 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

### **2.1 Eligible Applicants**

2.1.1 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

2.1.2 The Lead Applicant shall be the Fiscal Agent for this grant. This designation does not require that they be the Fiscal Agent for any future funding awarded under an EARN Maryland Implementation Grant.

2.1.3 An entity may be a member of more than one Planning Grant Applicant Group.

### **2.2 Purpose and Priorities of Planning Grants**

2.2.1 EARN Maryland funding for Planning Grants will be awarded to support regional stakeholder entities across Maryland in a three month planning process, resulting in:

- The identification of target industry sectors in regions across the State;
- The creation or expansion of Strategic Industry Partnerships in these regional target industries to include multiple employers and a diverse array of other partners;
- Driven by industry leaders, the Partnership’s identification of critical skills gaps and other workforce needs in the target industry;
- The Partnership’s development of industry-designed strategies for meeting those workforce needs, particularly in high-demand occupations; and
- **Final Work Product:** A Strategic Industry Partnership Workforce Training Plan that will be responsive to the Implementation Grant Solicitation (See Appendix C, “Preview of SIP Workforce Training Plan Guidelines for IG Phase”).

2.2.2 Enhanced Considerations for Planning Grant

- Those proposals where the applicant group can 1) demonstrate that they have worked together in the past on a common goal; and/or 2) have demonstrated capacity to work across systems to achieve common goals.
- Those proposals where the applicant group can demonstrate that they have developed a well-thought-out industry-driven planning process that will 1) genuinely assess the existing and projected skills shortages, skills gaps and other workforce needs of their industry, and 2) develop responsive education and training solutions.
- Those proposals that maximize the potential of the collaboration through direct financial or in-kind contributions by members of the target industry.

## **2.3 Expenses – Eligible and Ineligible**

2.3.1 Grant funds may be used to support the facilitation of the planning process, including documented staff time to coordinate the planning process and to develop the SIP Workforce Training Plan. Travel to the mandatory January 2014 conference may be included. Expenses shall be set at the following rates:

- Consultants: No more than \$500 per day, plus travel expenses
- Mileage: \$0.56/mile
- Meals: breakfast, \$8.00; lunch, \$10.00; dinner, \$24.00

2.3.2 Grants awarded under this Solicitation shall not be used for the following:

- Capital improvements
- Equipment
- Marketing

## **SECTION 3 – SCOPE OF WORK**

### **3.1 Background and Purpose**

EARN Maryland is a new state-funded, competitive workforce and economic development grant program that is 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. EARN Maryland promotes both the prosperity of working families and economic development across the State.

The EARN Maryland program is 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.
- Foster better coordination between the public and private sectors and the workforce, economic development, and education partners around the State.

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.



## 3.2 Grant Phases

- 3.2.1 The EARN Maryland competitive application process has been segmented into two phases: (1) Planning Grant (PG) phase and (2) Implementation Grant (IG) phase.
- 3.2.2 **The Planning Grant is the focus of this Solicitation.** The purpose of the Planning Grant is to provide awardees with some modest resources to (1) assemble the partners that will comprise their Strategic Industry Partnerships; (2) identify the critical skills gaps, workforce needs, and other long-term workforce issues in their target industry; (3) identify the training, education, human resource and other solutions address these critical SIP needs; and (4) develop a detailed SIP Workforce Training Plan to implement these solutions. At the end of the PG phase, awardees will have developed a SIP Workforce Training Plan to meet the requirements for submittal for the IG solicitation. (See Appendix C, “Preview of SIP Workforce Training Plan Guidelines for IG Phase.”)
- 3.2.3 **The Implementation Grant** will provide funding to implement the SIP Workforce Training Plans developed in the Planning Grant phase.
- 3.2.4 **A full Solicitation for Implementation Grants for Strategic Industry Partnership Workforce Training Plans will be issued in early 2014. That Solicitation will be open to all applicants, including those who did not apply for and those that applied for but did not receive EARN Maryland Planning Grants.**

### 3.3 Grant Timeline

Below is the proposed timeline for this first year of EARN Maryland:

<u>Date</u>	<u>Action Item</u>
November 12, 2013	Submission Deadline for proposals for Planning Grants to develop Strategic Industry Partnership Workforce Training Plans.
November – December 2013	DLLR review of Planning Grant Proposals and award of planning grant funds.
Early January 2014	Implementation Grant Solicitation to be made public.
Late January 2014	<b>Mandatory</b> Conference for Planning Grantee Teams
January – March 2014	Development of Strategic Industry Partnership Workforce Training Plans.
March 31, 2014	Submission of Strategic Industry Partnership Workforce Training Plans for consideration for Implementation Grant awards, for both PG Awardees and other applicants.
April 2014	DLLR review of Strategic Industry Partnership Workforce Training Plans for consideration for Implementation Grant awards.
May 2014	Award of Implementation Grants for approved Strategic Industry Partnership Workforce Training Plans.

### 3.4 Planning Grant Requirements

- 3.4.1 The planning process must be “industry-led.” This does not mean that industry representatives host all meetings, but DLLR envisions true business focus and leadership in the process. DLLR will require evidence that multiple employers were active participants during the three-month planning process and had substantial input into the Plan. For examples of industry-led partnerships, please go the EARN Maryland Resource Page at [www.earn.maryland.gov](http://www.earn.maryland.gov).
- 3.4.2 The SIP Workforce Training Plan developed with these grant funds must be both data-driven and experience-driven. This means that the planning process must assess and address:
- 3.4.2.1 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 underway (e.g. large construction or transit projects) or large-scale industry changes (e.g. health care) and description of specific high-demand occupations or sets of occupations at different skill and salary levels within the identified target industry;

3.4.2.2 Real experiences from target industry employers regarding actual and projected gaps in skills training and job readiness. In their upfront planning process, 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. They should consider using focus groups, surveys and other outreach tools.

3.4.3 **PG Applicant Group.** At least two employers from the target industry and representatives from two diverse entities, listed in Section 1.2(p), must be identified in the Planning Grant Proposal and committed to participating in the planning process.

3.4.4 Each PG applicant group must designate a **Convener**. The Convener is an individual or organization that starts the dialogue by assembling a shared set of facts about potential target industries and skills gaps and reaching out to potential partners. 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. As a practical matter, the Convener plays a critical project management role, including managing activities, logistics, outreach, coordination and drafting of the Workforce Training Plan. For the purposes of this Planning Grant, the Lead Applicant may or may not be the Convener. For examples of convener models and the attributes of successful conveners, please go the EARN Maryland Resource Page at [www.earn.maryland.gov](http://www.earn.maryland.gov).

3.4.5 Parameters of a **Target Industry**

3.4.5.1 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.

3.4.5.2 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).

3.4.6 Parameters of a **Strategic Industry Partnership**

3.4.6.1 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.

3.4.6.2 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. **The key to all of these SIPs is that by the end of the planning process, they must include a group of employers from the same industry who are meaningfully engaged in the partnership.**

3.4.6.3 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.

3.4.6.4 In forming SIPs, Applicants should review the enhanced considerations for the SIP Workforce Training Plan, as described in Appendix C.

## **3.5 Grant Administration and Reporting**

3.5.1 Monthly status reports will be required of Lead Applicants during the three-month planning process.

3.5.2 The Planning Grantees that attend the mandatory conference (January 2014) should include at least two employer representatives from the target industry with a demonstrated commitment to development of the SIP Workforce Training Plan.

3.5.3 The SIP Workforce Training Plan will serve as the final report, due March 31, 2014.

3.5.4 The SIP Workforce Training Plan will *also* be the submission to the IG Solicitation, to be issued in early 2014.

3.5.5 Final PG fiscal reporting will also be due March 31, 2014. Fiscal oversight will consist of an examination of expenditures as compared to the approved grant budget and the budget narrative provided with the final report.

3.5.6 There may be site visits during the duration of the PG period.

3.5.7 If the Planning Grantees determine during the planning phase that there is insufficient labor market need, they may choose not to proceed with a SIP Workforce Training Plan. In this event, the Lead Applicant must still provide a final report documenting the planning process, data and experience collection and how the decision was arrived at not to pursue Implementation Grant funding. In these instances, DLLR reserves the right to require the Lead Applicant to return that portion of the Planning Grant award that was not expended during the planning process, with expenditure documentation.

3.5.8 To the extent practicable and consistent with relevant judicial opinions and statutory law, any intellectual property developed as a result of a grant awarded under the EARN Maryland program shall remain in the public domain.

3.5.9 DLLR reserves the right to revoke Planning 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 Planning Grant are not met.

## **SECTION 4 – PROPOSAL FORMAT**

### **4.1 Grant Submission Requirements**

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

#### 4.1.1 Proposal Cover Page

- Submit one cover page
- Include the requested budget amount on the cover page
- See form at Appendix A

#### 4.1.2 Letter of Application

- 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 Table of Contents

#### 4.1.3 Executive Summary

- A clear and concise outline of the proposal that should not exceed one page.

#### 4.1.4 Proposal Narrative

- A description of the need for a Planning Grant, using any preliminary labor market and employer data, as well as a detailed description of required elements, as delineated in Appendix B.

#### 4.1.6 Management Plan

##### 4.2.6.1 PG Project Management Plan

- Provide a detailed outline of what will be accomplished, when it will be completed, and who will be responsible for completion during the planning grant timeframe.
- See form at Appendix D

##### 4.2.6.2 SIP Membership List

- See form at Appendix E

#### 4.1.7 Budget Narrative and Budget Form

- The budget must be well-thought-out, clearly delineated, and support the Management Plan.
- Submit both a budget narrative and a budget form.
- See forms at Appendices F & G

#### 4.1.8 Assurances Page

- Submit one for entire request.
- See form at Appendix H

#### 4.1.9 Fiscal Agent Form

- Submit one Fiscal Agent Form.
- See form provided at Appendix I

#### 4.1.10 Certificate of Good Standing

- The Lead Applicant must submit a current Certificate of Good Standing.

## 4.2 Grant Submission Format

- 4.2.1 All pages of the project narrative must use one-inch margins and be numbered.
- 4.2.2 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 The prescribed cover sheet must be the first page of the proposal.
- 4.2.5 The application package, excluding proposal cover sheet and other appendices, may not exceed 20 pages.

## **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.

## **SOLICITATION FOR GRANT PROPOSALS APPENDICES**

**APPENDIX A** – Cover Page Template

**APPENDIX B** – Proposal Narrative

**APPENDIX C** – SIP Workforce Training Plan Guidelines

**APPENDIX D** – Planning Grant Project Management Form

**APPENDIX E** – Strategic Industry Partnership Member List

**APPENDIX F** – Sample Budget Narrative

**APPENDIX G** – Budget Form

**APPENDIX H** – Assurances Form

**APPENDIX I** – Fiscal Agent Form



**APPENDIX A – COVER PAGE TEMPLATE**

Name and Address of Lead Applicant: \_\_\_\_\_

Tax ID Number of Lead Applicant: \_\_\_\_\_

Title of Potential Strategic Industry Partnership: \_\_\_\_\_

Targeted Industry and Region: \_\_\_\_\_

Name of Contact Person: \_\_\_\_\_

Address of Contact Person: \_\_\_\_\_

Telephone and Email of Contact Person: \_\_\_\_\_

Name of Convener and Affiliation: \_\_\_\_\_

Partner Entities for the Purposes of this Planning Grant Application (at least two employers from target industry and two other types of organizations): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Amount Requested: \_\_\_\_\_

Proposal Abstract (100-word limit): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature of Authorized Authority from Lead Applicant Entity: \_\_\_\_\_

Printed Name and Title: \_\_\_\_\_

Date of Signature: \_\_\_\_\_

## APPENDIX B – PROPOSAL NARRATIVE

Applicants for a Planning Grant must clearly provide the following information:

### 1) Structuring the Partnership

- a) Identification of the PG Applicant Group
  - i) Brief description of each applicant, what they bring to the emerging partnership, and their roles going forward. See the form at Appendix E (SIP Membership List).
  - ii) Brief explanation of how the Lead Applicant was selected.
  - iii) Provide Letters of Intent from each member of the PG Applicant Group.
- b) Identification of the Convener responsible for coordinating and managing the planning process
  - i) Brief explanation as to why the Convener is well-suited for this role. (This individual may or may not be the Lead Applicant responsible for project completion and fiscal tracking.)
- c) Recruitment of Additional Partners
  - i) Brief description of preliminary action steps to recruit additional partners
  - ii) If not already a member of the PG Applicant Group, provide a brief description of the projected role, if any, that the local workforce board and/or any regional or local economic development entities might play in the planning process (i.e., convener, lead applicant, provider of labor market information, project consultant, meeting facilitator).

### 2) Target Industry and Region

- a) Preliminary identification of a target industry and region, and preliminary evidence of why the particular industry and region are selected, based upon data analysis already conducted by members of PG Applicant Group or other stakeholders.

### 3) Initial Attributes of Target Industry

- a) Brief description of key workforce issues facing the target industry, including
  - i) a preliminary statement of perceived current or projected skills shortages or gaps, future skills needs and potential job growth, in particular for high-demand occupations;
  - ii) origins/sources for these preliminary assessments.
- b) Brief description of human resource issues that may have already been identified (e.g., better aligning job descriptions with actual needed skills, competencies, and knowledge; raising awareness about jobs and career opportunities; improving HR processes).
- c) Brief description of any perceived individual or structural barriers constraining prospective employees in the region that a Planning Grant will need to address (e.g., job readiness programming, transportation hurdles, other industry-identified issues).
- d) Brief description of specific identifiable skills needs for incumbent workers, that may have already been identified in an industry, that are likely to lead to future job advancement and improvement in an individual's earning potential.

#### **4) Engaging Industry**

- a) Describe plans to ensure the planning process is industry-led
  - i) Provide an outline of action steps to ensure that the employers of the target industry are participating in defining their actual and projected workforce and skills gaps and shortages, including a brief description of what methods will be used during the planning process to better understand the workforce needs of the target industry (e.g., focus groups, surveys, data collection, facilitated work sessions with groups of employers, etc.). (Some of this information may also be included in the Project Management Plan at Appendix D.)
  - ii) Identify ways in which industry partners may provide in-kind or direct financial support to the planning process.

#### **5) Capacity for Collaboration**

- a) Provide an outline of action steps that the Applicant Group will use to ensure that partners will work collaboratively throughout the planning process. (Some of this information may also be included in the Project Management Plan at Appendix D.)
- b) Describe ways in which members of the PG Applicant Group are already engaged in working collaboratively with one another across systems:
  - i) Previous or existing industry-sector partnership experience among members of the PG Applicant Group;
  - ii) Demonstrated past experience working together towards a common goal, and the results of such collaboration;
  - iii) Demonstrated capacity of any members of the PG Applicant Group working across systems to achieve common goals, and the results of this work.

## **APPENDIX C – PREVIEW OF SIP WORKFORCE TRAINING PLAN GUIDELINES FOR IMPLEMENTATION GRANT PHASE**

The SIP Workforce Training Plan, to be completed at the end of the PG Phase, will *also* be the submission to the IG Solicitation. The IG Solicitation, to be issued in early 2014, will provide a complete set of guidelines and requirements for a SIP Workforce Training Plan.

### **1) SIP Workforce Training Plan Components**

- a) At a minimum, DLLR will expect a Strategic Industry Partnership Workforce Training Plan to have the following components:
  - i) Identification of the Target Industry;
  - ii) Outline of the Strategic Industry Partnership;
  - iii) Assessment of Regional Workforce Skills Shortages and Gaps, Skills Needs, and Potential Job Growth in the Target Industry;
  - iv) Development of Industry-Designed Strategies for Meeting these Workforce Needs (e.g., new or revised coursework, work-based learning, on-the-job training, apprenticeship programs, mentoring, etc.);
  - v) Specifics of the Training, Education and other Workforce-Related Programs Seeking Funding;
  - vi) Detailed Budget that Aligns with the SIP Workforce Training Plan, including other potential funding sources, if available; and
  - vii) Data Sources.

### **2) IG Enhanced Consideration**

- a) In addition, enhanced consideration for Implementation Grant funding will be given to plans that demonstrate:
  - i) Innovative programs, training, or employment aimed at moving no-skill or low-skill workers into better jobs through job readiness, barrier-removal or academic remediation strategies;
  - ii) A career advancement component for incumbent workers;
  - iii) Sustainability in the absence of State funding;
  - iv) Maximum collaboration through direct financial or in-kind contributions by members of the target industry; and
  - v) Braiding of other public or philanthropic funding streams or in-kind support.

### **3) Characteristics of a Strong Strategic Industry Partnership Workforce Training Plan**

- a) A variety of skills training for multiple occupations at multiple skills levels within a target industry, as well as a variety of education and training partners.
- 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 trainees 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) 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) Multiple recruiting strategies for seeking out potential trainees, and even multiple partners with ties to a variety of trainee 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 D: PLANNING GRANT MANAGEMENT PLAN**

Describe the Action Steps, Timeframe, Responsible Entities and subsequent target dates for start-up and completion, the responsible entity, and any notes. *This is a sample template.* Another form may be used as long as the same information is provided. Add rows as necessary.

Action Steps	Time Frame	Responsible Entities	Intended Outcomes	Resources Provided (if applicable)	X When Done	Status Update (for monthly reporting)
<b>EXAMPLE:</b> First Data Conversation	6/20/13 – 6/25/13	Widget Industry Association	Identify data sets, discuss challenges			
Employer Roundtable Discussion		Widget Industry Association	Preliminary identification of key workforce and skills shortages			

**APPENDIX E – SIP MEMBERSHIP LIST**

**STRATEGIC INDUSTRY PARTNERSHIP MEMBER LIST**

Complete the list of entities that currently make up your emerging Strategic Industry Partnership (SIP). These may include employers, nonprofit and 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 entities, labor unions, philanthropic entities, and/or other types of training providers and other relevant partners.

At PG proposal submittal, the emerging Partnership must include at least two employers representing the targeted regional industry and two other diverse entities, as listed above. The number and type of entities that are members of the SIP will likely grow during the course of the planning process.

*This is a sample template.* Another form may be used as long as the same information is provided. Add rows as necessary. Include all of the information requested for each entry. **Please provide resumes for members.**

<b>1<sup>st</sup> Entry here is the Lead Applicant</b>		<b>2<sup>nd</sup> Entry here is the Convener</b>	
Name:		Name:	
Title:		Title:	
Affiliation:		Affiliation:	
Role or Expertise:		Role or Expertise	
<b>Employers of Regional Target Industry:</b>		<b>Other Partner Entities:</b>	
Name:		Name:	
Title:		Title:	
Affiliation:		Affiliation:	
Role or Expertise:		Role or Expertise	
Name:		Name:	
Title:		Title:	
Affiliation:		Affiliation:	
Role or Expertise:		Role or Expertise	
Name:		Name:	
Title:		Title:	
Affiliation:		Affiliation:	
Role or Expertise:		Role or Expertise	
Name:		Name:	
Title:		Title:	
Affiliation:		Affiliation:	
Role or Expertise:		Role or Expertise	

## APPENDIX F – SAMPLE BUDGET NARRATIVE

*This is a sample template. Another form may be used as long as the same information is provided. Add rows as necessary.*

Lead Applicant Organization: \_\_\_\_\_

*Examples are provided to demonstrate the requested format.*

### **Salaries and Wages**

Professional Personnel:

Luke Skywalker, the project director, will spend 5% of his time in project activities. The partnership requests funds to cover that cost = \$3,000.

Lois Lane, the project writer, will spend 25% of her time on project activities. The request to cover her salary = \$9,500.

Other Personnel:

Indiana Jones, the project administrative person, will spend 10% of his time on the project. His cost = \$4,100.

### **Fringe Benefits**

The fringe benefits from all three is calculated at 30% of their salaries ( $\$3,000 + \$9,500 + \$4,100 = \$16,600$ ) is \$4,980.

### **Travel**

The project director will visit each partnership member 3 times, with mileage averaging 10 miles per visit.  $5 \text{ members} \times 3 \text{ visits} \times 10 \text{ miles} \times \$0.56/\text{mile} = \$84.00$

### **Materials and Supplies**

One of the employers in the partnership donates the materials and supplies needed, which is \$600 of in-kind funding.

### **Other Costs**

Printing of the final plan will be \$187.

Total Costs (column 1) = \$21,851.

TOTAL REQUEST = \$21,851



## APPENDIX G – BUDGET FORM

*This is a sample template. Another form may be used as long as the same information is provided.*

<b>Lead Applicant:</b>			
<b>PG Applicant Group Members:</b>			
<b>Total Grant Funds Requested:</b>			
	EARN Funds Requested	In- Kind Contributions	Total
Salaries & Wages			
Professional Personnel 1. 2.			
Administrative Personnel 1. 2.			
<b>Total Salaries &amp; Wages</b>			
Fringe Benefits			
Travel			
Materials & Supplies			
Computer Services			
Other ( <i>list below</i> )			
Total Costs			

## APPENDIX H – ASSURANCES

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 programs 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.

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Signature of Authorized Authority from Lead Applicant Organization

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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)

