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Advanced Manufacturing Training Program

Notice of funding availability, application criteria and instruction – FY 2016

Introduction

Consistent with the goals and philosophy of Governor Baker's Workforce Skills Cabinet, the Executive Office of Housing and Economic Development (EED") along with the Executive Office of Labor and Workforce Development and Executive Office of Education seeks to fund multiple applications from workforce, education and/or employer organizations for advanced manufacturing programs. These programs will provide training to unemployed and underemployed individuals including veterans, minorities and women and that support the workforce needs of the Commonwealth's globally competitive advanced manufacturing cluster.

The Skills Cabinet seeks to make workforce efforts employer-centric; and to that end, the Skills Cabinet will identify promising employer-centric training and education models, and bring them to scale across the Commonwealth. The Skills Cabinet will ensure citizens are trained for critical middle-skills jobs, and will integrate statewide and regional planning processes, share data on labor pipelines, and staff a coordinated business growth response team.

To that end, the Advanced Manufacturing Training Program will meet that objective by accepting proposals that:

1. Leverage and scale existing programs that include industry, education and workforce systems;
2. Align our education and workforce partners to meet both regional and statewide goals for manufacturing workforce needs;
3. Support capacity at the infrastructure and human resource levels of our education and workforce providers for technical education and employer relationship building;
4. Expand manufacturing employer engagement and participation in training programs;
5. Increase the pipeline of new workers to meet manufacturers' needs and recruit workers from diverse and underserved backgrounds;
6. Assist manufacturers with succession planning and incumbent worker training;

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Eligibility and Criterion

Applicants are strongly encouraged to apply as a partnership that may include organizations such as the local Workforce Investment Boards (WIBs), Regional Employment Boards (REBs), career centers, community colleges, vocational technical high schools, local/regional employers and/or manufacturing associations and organizations serving veterans, minorities, women and under/unemployed adults.

Applicants are also strongly encouraged to partner with four-year public and private universities and colleges, comprehensive high schools, economic development associations, other business associations, adult basic education providers and community based organizations. Lead applicants may be from any one of the above organizations.

At a minimum, applications should demonstrate and will be evaluated on the following criteria:

1. Project activities are building on successful outcomes from existing training and employer engagement strategies;
2. Project leverages institutional assets and leadership of education and workforce partners;
3. Project activities directly correlate to training and employment outcomes for the target region;
4. Project can demonstrate and/or has a history of successfully demonstrating that trainee graduates will be placed in employment;
5. Project includes a plan to actively recruit individuals within target populations of underemployed and unemployed individuals, including veterans, minorities, and women to training programs
6. Project includes training of underemployed and unemployed individuals, including veterans, minorities, and women;
7. Project has identified specific occupations in manufacturing that are in high demand and the workforce/education plans target those occupations;
8. Project demonstrates partnerships with manufacturers;
9. Project has strong employer engagement and plans for growing employer partners and their participation in training programs;
10. Project includes strategy to support and grow the trainee's longevity within the employer setting and works to align employer/employee expectations;
11. Project is located in and/or serves a Gateway City, a municipality defined in the Massachusetts General Laws, Chapter 23A, Section 3A;
12. Projects that demonstrate a match of in-kind, cash or donations will be given preference.

Applications may also include activities that:

1. Assist companies with strategic planning and training for their incumbent workforce;
2. Assist companies in succession planning and knowledge transfer in order to address the regional manufacturing industry's aging workforce and attrition due to retirements;

3. Steer manufacturer employers to economic development resources that might support a company's growth and/or address a particular challenge to a company's competitive advantage and productivity;

Expected Deliverables:

Successful applicants will be expected to monitor and measure their progress by providing the following:

- A **Recruitment Strategy Report** that presents data, findings and analysis regarding the number of potential students reached through recruitment strategies noting backgrounds of individuals and recruitment methods pursued.
- A **Workforce Development Report**, detailing the students enrolled in a training program, number of students that complete training, the number of students placed in employment and the rate of retention of those students placed, workforce projections in specified manufacturing sector(s) and plans for addressing future capacity and sustainability of programs at the partnering education and workforce providers.
- A **Business Impact & Alignment Report** that measures the business impact of the employer outreach/recruitment, training courses conducted in the region including improving manufacturing processes and operations, upgrading of incumbent employees technical competencies, increase productivity and capacity, and increase sales and profits. The report should also outline specific strategies by which the program will support the long-term employment of the trainees once they are placed with the companies and how the program aligns expectations of employee and employer. Report should also outline the retention rates both for the program and placement rates after the program, and measured at 30 days retention and one year. All MOUs with businesses should be included in the report.
- A **Education and Career Mapping Plan** to map the required and necessary programs, courses and credentialing for industry-aligned education and training programs that produce skilled workers with appropriate industry-vetted and approved credentials.
- A **Memorandum of Understanding** that includes partners and their roles and responsibilities and that aligns the partnership's strategic goals with the local/regional industry and with the mission of the Advanced Manufacturing Collaborative.

Anticipated Outcomes

- A. Support an increased number workers along multiple entry points to career pathway opportunities and retain manufacturing talent in Massachusetts;
- B. Utilize training programs as a means to help companies increase their competitive advantage and provide opportunities for their job growth and development;
- C. Increase company productivity by enrolling, training, graduating and placing high quality workers that meet the workforce needs of employer partners.

Review Criteria

Track Record: Track record of success and qualifications/capacity of applicant and partner organizations to ensure a sufficient number of appropriate individuals are recruited and that participants are provided with the supports and services to prepare them for employment

- Lead applicant demonstrates operational and fiscal capacity to manage public funds and within the project timeline;
- Project demonstrates capacity to assess, recruit and train the proposed target population, engage employers as partners, deliver appropriate training and services and place participants in jobs;
- Project staffing structure seems appropriate and partner roles and responsibilities are clearly defined for the proposed training and/or capacity building activities.

Program Design: Program services that support an increase in the supply of a qualified manufacturing workforce, engage employers appropriately and utilizing training and capacity building to meet manufacturers workforce needs.

- Project activities are building on successful outcomes from existing training and employer engagement strategies;
- Project leverages institutional assets and leadership of education and workforce partners;
- Project describes a realistic recruitment and assessment strategy that is likely to be successful based on experience, history of outcomes and meeting employer needs;
- Project has clear strategy for reaching target populations;
- Project provides a strong description of the proposed training and/or services and describes why these services are an appropriate strategy for increasing the number of workers along multiple entry points to career pathway opportunities, retaining manufacturing talent and helping companies find high quality workers;
- Project demonstrates that the proposed services will prepare the trainees for employment;
- Project is located in and/or serves a Gateway City.

Partnerships: Demonstration that

- Project has identified specific occupations in manufacturing that are in high demand and the workforce/education plans target those occupations;
- Project demonstrates partnerships with manufacturers;
- Project has strong employer engagement and plans for expanding the pool of employer partners and their participation in training programs;
- Applicant demonstrates that they have strong organizational relationships with other partner organizations that will support program participants, which may include, referrals, assessments, support services, training etc.;
- Project demonstrates that they have relationships with manufacturers to broker job placements for program participants, including providing evidence of such relationships, including:
 - Specific names of businesses they plan to work with to secure employment for their participants

- Signed MOUs
- Signed letters of support
- Data related to success in placing participants in the past, including specific business that have hired participants
- Data about current vacancies at business partners

Budget: Budget aligns with the proposed program design and the proposed enrollments are appropriate given the expenses of the program (Part 3);

- Budget amounts are reasonable and consistent with the proposed program design.
- Budget aligns with the proposed program design;
- Budget includes a match from cash, in-kind or other sources. (Match is not required, but given preference).

Outcomes: The number of individuals the applicant is proposing to recruit, train and place is realistic and will create a degree of impact for the workforce supply. The degree of impact for employer engagement and partnership will lead to meeting regional targets for workforce demand.

- Project activities directly correlate to training and employment outcomes for the target region;
- Project can demonstrate and/or has a history of successfully demonstrating that trainee graduates will be placed in employment;
- Project includes training of underemployed and unemployed individuals, including veterans, minorities and women;
- The number of proposed assessments, enrollments and completions is appropriate given the expenses of the program;
- The number of individuals the applicant is proposing to place in employment seems appropriate and realistic;
- Project can demonstrate specific skills that new and incumbent works attained as a result of the program;
- The project can define behaviors and practices that participants will develop as a result of the training intervention;
- The number of proposed enrollments and outcomes are consistent with the organization's historic placement rate for similar training programs;
- The level of employer engagement as project partner and/or employer is appropriate and realistic for the proposed training and placement outcomes.

Anticipated duration of the contract, including renewal options

The initial term of this Contract is expected to be December 1st, 2015 - June 30, 2016. This Contract has three options to renew of up to one year each with a maximum Contract term of four years (including the initial term and all possible renewal options).

Acquisition Method and Compensation Structure

Fee for service that will be a maximum obligation contract. Payment schedule will be negotiated as part of contracting process.

Budget and Timeline: EED plans to award multiple contracts and will accept applications for up to \$250,000. Though match is not required it is strongly encouraged and applications with demonstrated match will be given preference in the review and evaluation process.

| | |
|--|--------------------------------------|
| EED Issues RFP | October 2, 2015 |
| Intent to Apply- <i>If your organization plans to apply, please send an email to Helena.fruscio@state.ma.us</i> | October 15, 2015 |
| Applications Due | November 2, 2015 |
| Applicant Interviews- <i>Please hold these dates and times on your calendar. If there are follow up questions about your application, there will be a phone interview during this time.</i> | November 13, 2015, 9am-12noon |
| Awards announced | December 2015 |

FY16 Budget Line Item Language

7002-0020 Workforce Development Grant

For a precision manufacturing pilot program that provides training to unemployed and underemployed individuals, including veterans; provided, that the program shall be administered by the executive office of housing and economic development; provided further, that not less than \$85,000 shall be spent for the Middle Skills Manufacturing Initiative in Hampshire and Franklin counties; and provided further, that not less than \$90,000 shall be expended for the E-Team Machinist program in the city of Lynn.

Final Application Process

All applicants should complete Attachment A, B and C, included below. The Word Document should be retitled to include the name of the lead applicant and returned to Helena Fruscio, helena.fruscio@state.ma.us, no later than 5pm on November 2, 2015.

**ATTACHMENT A
Application Summary Sheet**

| Lead Applicant Information | |
|---|--------------------------------|
| Lead Applicant – Organization | Mailing Street Address: |
| Primary Contact: | City/ Town: |
| Total Project Cost: | State: |
| Total Funding Amount Sought from Housing and Economic Development: | Zip Code: |
| Lead Applicant Point of Contact Information | |
| Primary Contact: Authorized to commit organization; notified upon decision of grant award | |
| Name: | Title: |
| Organization: | Phone: |
| Email Address: | Fax: |
| Mailing Street Address: | City/ Town: |
| State: | Zip +4 Code: |
| Website: | |
| Project Manager: Contact over course of project | |
| Name: | Title: |
| Organization: | Phone: |
| Email Address: | Fax: |
| Mailing Street Address: | City/ Town |
| State: | Zip +4 Code: |
| Website: | |
| Other Collaborating Entities Contact Information (create more boxes if needed) | |
| Name: | Title: |
| Organization: | Phone: |
| Email Address: | Fax: |
| Mailing Street Address | City/ Town: |
| State: | Zip +4 Code: |
| Website: | |

ATTACHMENT B
Qualifications Form and Instructions

Instructions: Unless otherwise indicated, each section of this form must be completed.
Applications may not exceed 8 pages.

1. Proposed Project Summary

In this space, provide a concise (no more than 200 words) summary of the proposed project, including why project is needed, what the target region and population is, who comprises the project team, partnerships, timeline, and total budget for the project.

Note: This section should be prepared so that if the applicant is awarded a grant, it can be easily cut and pasted into a contract to expedite the contracting process. In addition, this description may be used by Housing and Economic Development for public outreach activities.

2. Applicant Description

| | |
|-------------------------------|--|
| 2.1 Lead Applicant Commitment | Provide a concise description of the Lead applicant and the level of commitment to the project. |
| 2.2 Partnership Description | <p>In chart form, please provide a description of the project partners.</p> <ul style="list-style-type: none"> • Who are the partners? • Explain the roles, expectations and responsibilities of each partner. |

3. Applicant Questionnaire- Applicants must answer all of the questions below. If a question does not apply to your organization/partnership, write “Not Applicable” in the section. Do not skip any questions or change the order of the questions. You may adjust the spacing in each section on this application to accommodate your answers. Answers may also be provided in bulleted or chart form.

1. Are project activities building on successful outcomes from existing training and employer engagement strategies?
2. Does project leverage the institutional assets and leadership of education and workforce partners?
3. Do project activities directly correlate to training and employment outcomes for the target region?
4. Can project lead and partners demonstrate a history of successfully placing trainee graduates in employment? Can the proposed project demonstrate that it will lead to employment for trainees?
5. Does the project include training of underemployed and unemployed individuals, including veterans, minorities and women? What is the strategy to recruit these individuals? How does the project screen these individuals?
6. Has the project identified specific occupations in manufacturing that are in high demand and the workforce/education plans target those occupations?
7. Does the project demonstrate partnerships with manufacturers? Does the project have strong employer engagement and plans for growing employer partners and their participation in

training programs?

8. What placement rate does the project plan to achieve? Is there an internship component to the placement strategy? Does the project have a plan include strategies to align employer and trainee/employee expectations? (Include all MOUs with employers, template can be provided as needed).
9. Is the project located in and/or does it serve a Gateway City, a municipality defined in the Massachusetts General Laws, Chapter 23A, Section 3A;

Does the project include any of the following activities:

1. Does the project assist companies with strategic planning and training for their incumbent workforce?
2. Does the project assist companies in succession planning and knowledge transfer in order to address the regional manufacturing industry's aging workforce and attrition due to retirements?
3. Will the project steer manufacturer employers to economic development resources that might support a company's growth and/or address a particular challenge to a company's competitive advantage and productivity?

4. Timeline for Project Plan- Please identify each activity that you will engage in during the project period. If necessary, insert rows into the chart to capture all of the activities you will be undertaking.

| Activity | Lead Person Responsible (Name/Title) | Key Participants (Name/Title/Role) | Planned Start & End Dates | Desired Outcome/Product |
|----------|--------------------------------------|------------------------------------|---------------------------|-------------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

If above schedule does not fully capture the nature of tasks associated with the project, please add additional detail in the form of a narrative.

5. Anticipated Outcomes: Please provide a high level of information in the chart below providing any anticipated outcomes of your project.

| I. Recruitment Strategies | Target Population (ie. Women, Minority, Veteran, etc.) | Strategy to be implemented as a result of EED" funds. (Including Partners) |
|---|--|--|
| A. Potential Trainees to be Reached (Each sub-group) | | |
| B. Goal Numbers of Trainees Recruited (Each sub-group) | | |

| II. Training Outcomes: | Tally of Existing Project(s) | Incremental Increase as a result of EED” funds |
|---|------------------------------|--|
| A. Numbers of Trainees Recruited (Total, all sub groups) | | |
| B. Numbers of Trainees Assessed | | |
| C. Number of Trainees Enrolled | | |
| D. Number of Trainees that Complete | | |
| E. Number of Trainees Places in Employment | | |
| F. Number of Placements Retained in Employment after 2 Quarters, 1 year. | | |
| III. Business Impact & Alignment | Degree of Impact | |
| A. Employer engagement (i.e. number of employers actively engaged in workforce interventions with the partnership) | | |
| B. Change in an employer’s ability to recruit and hire qualified workers. | | |
| C. New Workers attainment of specific skills as a result of the training and the partnership | | |
| D. Incumbent worker attainment of specific skills as result of training and the partnership. | | |
| E. Changes in practice to align employer and trainee/employee expectations | | |
| F. Other changes in trainee/employee’s behaviors as a result of the training interventions. | | |
| G. Other changes in employers’ behaviors as a result of the training interventions. | | |
| H. Change in business practices and outcomes as a result of training interventions | | |
| Use of Equipment <i>(i.e. how will it be used in curriculum and training) Applicants should plan to utilize existing equipment and training infrastructure, unless a clear need is identified to purchase new equipment.</i> | | |

6. Budget submission:

| | |
|-------------|---|
| Budget Form | A high level, general budget should be prepared and included as an attachment using the attached Budget Form (Attachment C). Applicants should be able to project total costs for each major phase of the project. |
| 6.1 Match | In this section, discuss your match commitment if available and applicable. Match is not required but is strongly encouraged. |

ATTACHMENT C

The budget below is an embedded excel sheet. Double click to open. Columns may be represented by individual tasks, phases or milestone or by a period of time in months or years.

| (Enter Name of Applicant) | | | | | | |
|--|--|----------------|-------------|------------------|-------------|---------------|
| | | Cost to HED: I | | Project Match II | | Total COST |
| I. Labor, Overhead & Subcontractors | | | | | | |
| a. Direct Labor | | | | | | |
| | | Cost | Hours | Cost | | |
| | | 0.00 | | 0.00 | | 0.00 |
| | | 0.00 | | 0.00 | | 0.00 |
| | | 0.00 | | 0.00 | | 0.00 |
| b. Overhead Rate (on D.L. 0%) | | | | | | |
| | | 0.00 | | 0.00 | | 0.00 |
| c. Subcontractors/Partners | | | | | | |
| | | Cost | Hours | Cost | | |
| | | 0.00 | | 0.00 | | 0.00 |
| | | 0.00 | | 0.00 | | 0.00 |
| | | 0.00 | | 0.00 | | 0.00 |
| Subtotal Labor, OH & Subcontractors | | 0.00 | | 0.00 | | 0.00 |
| II. Other Direct Expenses | | | | | | |
| a. Direct Materials | | | | | | |
| | | Qty. | Cost | Qty. | Cost | |
| | | | 0.00 | | 0.00 | 0.00 |
| | | | 0.00 | | 0.00 | 0.00 |
| | | | 0.00 | | 0.00 | 0.00 |
| | | | 0.00 | | 0.00 | 0.00 |
| a. Other Direct Costs | | | | | | |
| | | Qty. | Cost | Qty. | Cost | |
| | | | 0.00 | | 0.00 | 0.00 |
| | | | 0.00 | | 0.00 | 0.00 |
| | | | 0.00 | | 0.00 | 0.00 |
| b. Travel | | | | | | |
| | | | 0.00 | | 0.00 | 0.00 |
| Subtotal Other Direct Expenses | | | 0.00 | | 0.00 | 0.00 |
| TOTAL | | | 0.00 | | 0.00 | 0.00 |

Attached C- Budget Instructions

The cost proposal (budget) may be the basis of contract negotiation. The budget must include any and all costs associated with activities required to achieve project's goals.

A. General Instructions

In describing costs for each year, the following information should be included:

1. Name of individual or organization performing the work, or in the case of Direct Materials, the specific equipment or balance of system component to be funded;
2. Rate per hour and hours dedicated where applicable;
3. All budget information must be described to the greatest extent possible.

B. Direct Labor Costs

This category is for project costs related to administration and management labor performed by employees of the applicant. The individuals, categories, or types of labor shown on this worksheet should coincide with the Application.

1. List each individual, category, or type of labor that will be required to complete the administration and management aspects of the work plan.
2. Input the labor rates for each individual, category, or type of labor. This rate should include salary and benefits only. It should not include other overhead expenses or a profit margin.
3. Indicate the quantity of hours each Task will require of each individual, category, or type of labor.
4. Identify any proposed escalation in the labor rates and the basis for such an escalation.

C. General & Administrative Expense / Overhead

This category is for overhead costs directly related to the administration and management of the project. These costs should be shown as a percentage of total direct labor costs only.

D. Subcontractors /Partner Costs

This category is for project costs related to project services provided to the applicant on a contract basis by individuals, organizations or companies who are subcontractors or consultants to the applicant.

1. List the specific members of the technical service provider's team who will be actively participating in this project.
2. Input the subcontractor/consultant quoted or anticipated rate per hour for each consultant. The proposal narrative should document when/where the consultant has received the proposed rate in performing similar services for others.
3. Indicate the quantity of hours each Task will require of each consultant.

E. Direct Material Costs

This category is for purchased parts, equipment, or assets uniquely associated with the proposed project.

F. Other Direct Materials

This category is for other direct project costs related to project administration and management. These items may include printing, postage, telephone, publications, graphics, etc.

G. Travel

This category is for travel costs related to administration and management personnel of the applicant and project partners.

1. EED” will accept as a direct charge only that travel required to achieve the project goals, and to complete activities identified in the Work Plan. Mileage reimbursement will be accepted at the current federally approved rates.
2. Include a description indicating the need for the proposed travel, the estimated number of person-trips required, destinations, mode of travel, and cost basis of the transportation.
3. Identify and support any other special transportation costs that may be required in the performance of this project.